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ABSTRACT

Designed for self study, this publication contains information to aid Naval personnel in meeting the occupational standards for advancement to Journalist First Class and Chief Journalist. The first section, a "Rate Training Manual," is divided into 11 chapters: The Path to Advancement, Public Affairs Policy and Procedures, Public Affairs Office Management, Community Relations and Special Events, Oral and Visual Communications, Public Affairs in Adverse News Situations, The Command Information Bureau, Writing the Complex News Story, Scientific Writing, The Picture Story and Newsfilm Photography, and AFRT (American Forces Radio and Television) Station Administration and Management. An appendix follows, which includes materials such as sample plans for the public affairs aspects of a dedication ceremony for a Naval aviation museum, a checklist to assist public affairs personnel in planning for special events, and a list of recommended readings. The final section, a "Nonresident Career Course," contains a set of ten assignments designed to lead students through the Rate Training Manual. The assignments provide multiple-choice questions about the subject matter treated in the Training Manual and specify learning objectives for the course. (GW)

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JOURNALIST 1&C

Naval Education and Training Command
Rate Training Manual and Nonresident Career Course

NAVEDTRA 10295-B

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PREFACE

This Rate Training Manual and Nonresident Career Course (RTM/NRCC) form a self-study package that will enable Journalists to help themselves fulfill the requirements of their rating. Designed for individual study and not formal classroom instruction, the RTM provides subject matter that relates directly to the occupational standards of the Journalist First Class and Chief Journalist. The NRCC provides the usual way of satisfying the requirements for completing the RTM. The set of assignments in the NRCC includes learning objectives and supporting items designed to lead students through the RTM.

This training manual and nonresident career course was prepared by the Naval Education and Training Program Development Center, Pensacola, Florida, for the Chief of Naval Education and Training. Technical assistance was provided by the Office of the Chief of Information, Department of the Navy, Washington, D.C.; the Defense Information School, Fort Benjamin Harrison, Indianapolis, Indiana; the Naval Photographic Center, Washington, D.C.; the American Forces Radio and Television Service, Washington, D.C.; the Office of the Chief of Navy Broadcasting, Washington, D.C.; and many public affairs officers and Journalists serving ashore and afloat.

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Although the words "he", "him", and "his", are used sparingly in this manual to enhance communication, they are not intended to be gender driven nor to affront or discriminate against anyone reading *Journalist 1 & C*, NAVEDTRA 10295-B.

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CHAPTER 1

THE PATH TO ADVANCEMENT

This rate training manual is designed to help you meet the occupational standards for advancement to Journalist First Class and Chief Journalist. It also contains some subject matter reflected in the *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards* (NavPers 18068-D), for Senior Chief Journalist and Master Chief Journalist which is not generally available to JO trainees in other text materials. Chapters 2 through 11 of this manual deal with the professional subject matter of the Journalist rating. This chapter provides introductory information that will help you in working for advancement. It is strongly recommended that you study this chapter carefully before beginning intensive study of the chapters that follow.

REWARDS AND RESPONSIBILITIES

Advancement brings both increased rewards and increased responsibilities. The time to start looking ahead and considering the rewards and the responsibilities is right now, while you are preparing for advancement to JO1 or JOC.

By this time, you are probably well aware of the advantages of advancement—higher pay, greater prestige, more interesting and challenging work, and the satisfaction of getting ahead in your chosen career. You have probably discovered that one of the most enduring rewards of advancement is the personal satisfaction you find in developing your skills and increasing your knowledge.

The Navy also benefits by your advancement. Highly trained personnel are essential to the functioning of the Navy. By each advancement you increase your value to the Navy in two ways. First, you become more valuable as a specialist in your own rating. And second, you become more valuable as a person who can supervise, lead, and train others and thus make far-reaching and lasting contributions to the Navy.

In large measure, the extent of your contribution to the Navy depends upon your willingness and ability to accept increasing responsibilities as you advance. When you assumed the duties of a JO3, you began to accept a certain amount of responsibility for the work of others. With each advancement, you accept an increasing responsibility in military matters and in matters relating to the occupational requirements of the Journalist rating.

You will find that your responsibilities for military leadership are about the same as those of petty officers in other ratings, since every petty officer is a military person as well as a specialist in his chosen field. Your responsibilities for leadership are special to your rating and are directly related to the nature of your work. The managing and staffing of a public affairs office is of vital importance, and it's a teamwork job; it requires a special kind of leadership ability that can only be developed by personnel who have a high degree of technical competence and a deep sense of personal responsibility.

Certain practical details that relate to your responsibilities for administration, supervision, and training are discussed in chapter 3. At this point, let's consider some of the broader aspects of your increasing responsibilities for military and professional leadership:

- Your responsibilities will extend both upward and downward.

Both officers and enlisted personnel will expect you to translate the general orders given by officers into detailed, practical, on-the-job language that can be understood and followed even by relatively inexperienced personnel. In dealing with your juniors, it is up to you to see that they perform their work properly. At the same time, you must be able to explain to officers any important needs or problems of the enlisted persons.

- You will have regular and continuing responsibilities for training. Even if you are lucky enough to have a highly skilled and well trained public affairs staff, you will still find that training is necessary. For example, you will always be responsible for training lower rated personnel for advancement. Also, some of your best workers may be transferred, and inexperienced or poorly trained personnel may be assigned to you. Or a particular job may call for skills that none of your personnel have. These and similar problems require you to be a training specialist who can conduct formal and informal training programs to qualify personnel for advancement and who can train individuals and groups in the effective execution of assigned tasks.

- You will have increasing responsibilities for working with others. As you advance to JO1 and then to JOC, you will find that many of your plans and decisions affect a large number of people, some of whom are not in the public affairs office, some of whom are not in the same department or command, and even some who are not in the military service. It becomes increasingly important, therefore, to understand the duties and responsibilities of personnel in other ratings, as well as knowing a good deal about the external publics with whom you work. Every petty officer in the Navy is a technical specialist in his own field. Learn as much as you can about the work of other ratings, and plan your own work so that it will fit in with the overall mission of the command.

- As your responsibilities increase, your ability to communicate clearly and effectively must also increase. As a Journalist, you already possess the basic requirement for effective communication–the ability to use correct language in speaking and in writing. Remember, however, that the basic purpose of all communication is understanding. To lead, supervise, and train others, your language must be understood by others.

A second requirement for effective communication in the Navy is a sound knowledge of the Navy way of saying things. Some Navy terms have been standardized for the purpose of ensuring efficient communication. When a situation calls for the use of standard Navy terminology, use it. As a JO in the public affairs field, however, you must guard against Navy terms (or use only appropriate ones) when communicating with the external publics.

Still another requirement of effective communication is precision in the use of technical terms. A command of the technical language associated with the Journalist rating and the public affairs field will enable you to receive and convey information accurately and to exchange ideas with others. A person who does not understand the precise meanings of terms used in connection with the work of his own rating is at a disadvantage when he tries to read official publications relating to his work. He is also at a great disadvantage when he takes the written examinations for advancement. Although it is always important for you to use technical terms correctly, it is particularly important when you are dealing with lower-rated personnel; sloppiness in the use of technical terms is likely to be very confusing to an inexperienced person.

- You will have increased responsibility for keeping up with new developments.

Practically everything in the Navy–policies, procedures, equipment, systems–is subject to change and development. As a JO1, and even more as a JOC, you must keep yourself informed about all changes and new developments that might affect your rating or your work.

Some changes will be called directly to your attention, but others you will have to look for. Try to develop a special kind of alertness for new information. Keep up to date on all available sources of technical information. And, above all, keep an open mind on the latest developments in Navy public affairs techniques–media relations, new equipment in the broadcast/telecast industry, advancements in photojournalism, and so forth.

THE JOURNALIST RATING

Journalist 3 & 2 presents a detailed discussion of the Journalist rating, including the scope of professional duties and responsibilities, naval requirements, personal traits, and a description of two specialties within the JO field (JO-3221 and PH-8148 NECs). It also describes the types of billets normally assigned at the JO 3 & 2 level. Other descriptions of the Journalist rating may be found in the *Department of the Navy Public Affairs Regulations* and the *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards.*

BILLET TYPES

Chief and First Class Journalists serve ashore and afloat in a variety of billets. You may be the only JO in your command or you may be assigned to a large public affairs office with several Journalists and two or more public affairs officers. You may assist the head of a section–news, radio/television, audio/visual, community relations, special events, speech bureau–or you may be the section head. Or you may be the section all by yourself.

Senior Journalists serve in the Office of the Chief of Information (Navy Department) and in the Office of the Assistant Secretary of Defense for Public Affairs. They are assigned to the staffs of fleet, force, and type commanders; to naval training centers, naval air stations, and other major shore stations (overseas and CONUS); Fleet Home Town News Center; naval district public affairs offices; major field offices of CHINFO; and to large ships.

A limited number of particularly well-qualified senior Journalists are given assignments to instruct at the Defense Information School; to assist in making up the servicewide advancement in rating examinations; and to prepare rate training manuals (such as the one you are now studying) and other training materials produced at the Naval Education and Training Program Development Center, Pensacola, Florida; and to perform other highly specialized duties (such as a rating assignment desk in BUPERS) where their technical knowledge can be utilized effectively.

Experienced Journalists are also assigned to the staffs of major internal media such as *All Hands Magazine* and *Naval Aviation News* (Washington); *Stars and Stripes* (European and Asian editions published in Germany and Japan, respectively); the Armed Forces Press Service (Washington); and as station managers of Navy-operated outlets affiliated with the world-wide American Forces Radio and Television network.

SPECIALIZATION

Some Journalists tend to specialize in a particular area included in the rating. Sometimes this is due to an individual's interest or past civilian experience, and sometimes it's an accident brought about by several assignments in just one or two types of work. The Chief of Naval Personnel has authorized Navy Enlisted Classification Codes (NECs) to designate Journalists who have specialized to the extent that they can be termed "experts" in any one field.

There are three primary NECs for which senior Journalists could qualify. They include Radio/TV Specialists (JO-3221), Motion Picture Scriptwriter (PH-8146), and Photojournalist (PH-8148). Each is described in NavPers 18068-D. There are also several secondary classification codes for which Journalists may qualify.

An NEC indicates that a senior JO has ADDITIONAL skills, but do not indicate that he is a specialist to the exclusion of the rest of the qualifications required for his or her pay grade. In other words, a radio/TV specialist is required to know as much about the general duties of a

JO as any other JO in the same pay grade. When necessary, BUPERS detailers use NECs in assigning personnel to specialized billets, but everyone in the rating is expected to be fully qualified for general duty wherever assigned.

ADVANCEMENT REQUIREMENTS

Many of the rewards of Navy life are earned through the Navy enlisted advancement system. The basic ideas behind the system have remained stable for many years, but specific portions may change rather rapidly. It is important that you know the system and follow changes carefully. BuPers Notices 1418 will normally keep you up to date.

The normal system of advancement may be easier to understand if it is broken into two parts:

1. Those requirements that must be met before you may be considered for advancement.
2. Those factors that actually determine whether or not you will be advanced.

QUALIFYING FOR ADVANCEMENT

In general, to QUALIFY (be considered) for advancement, you must first:

- Have a certain amount of time in pay grade.

- Demonstrate knowledge of material in your mandatory rate training manuals by successfully completing the appropriate nonresident career courses (NRCCs) or, in some cases, by successfully completing an appropriate service school.

- Demonstrate your eligibility according to the requirements of the Personnel Advancement Requirement (PAR) program, NAVPERS 1414/4.

- Be recommended by your commanding officer.

- For petty officer third and second candidates ONLY, demonstrate knowledge of military subjects by passing locally administered MILITARY/LEADERSHIP examination based on the naval standards (Section I of NavPers 18068-D).

- Demonstrate knowledge of the technical aspects of your rate by passing a Navywide advancement examination based on the occupational standards applicable to your rate (from NavPers 18068-D, those standards listed at and below your rate level).

If you meet all of above requirements satisfactorily, you become a member of the group from which advancements will be made.

WHO WILL BE ADVANCED?

Advancement is not automatic. Meeting all of the requirements makes you eligible but does not guarantee your advancement. Some of the factors that determine which persons, out of all of those QUALIFIED, will actually be advanced are the score made on the advancement examination, the length of time in service, the performance marks earned, and the number of vacancies being filled in a given rate.

If the number of vacancies in a given rate exceed the number of qualified personnel, then ALL of those qualified will be advanced. More often, the number of qualified people exceeds the vacancies. For this event, the Navy has devised a procedure for advancing those who are BEST qualified. This procedure is based on combining three personnel evaluation systems:

Merit rating system (annual evaluations and commanding officer's recommendation),

Personnel testing system (advancement examination score—with some credit for passing previous advancement exams), and the

Longevity (seniority) system (time in rate and time in service)

Simply, credit is given for how much the individual has achieved in the three areas of performance, knowledge, and seniority. A composite, known as the final multiple score, is generated from these three factors. All of the candidates who have PASSED the examination from a given advancement population are then placed on one list. Based on the final multiple score, the person with the highest multiple score is ranked first, and so on, down to the person with the lowest multiple score. For candidates for E4, E5, and E6, advancement authorizations are then issued, beginning at the top of the list, for the number of persons needed to fill the existing vacancies. Candidates for E7 whose final multiple scores are high enough will be designated PASS SELBD ELIG (Pass Selection Board Eligible). This means that their names will be placed before the Chief Petty Officer Selection Board, a BuPers board charged with considering all so-designated eligible candidates for advancement to CPO. Advancement authorizations for those being advanced to CPO are issued by this board.

Who, then, are the individuals who are advanced? Basically, they are the ones who achieved the most in preparing for advancement. They were not content to just qualify; they went the extra mile in their training, and through that training and their work experience they developed greater skills, learned more, and accepted more responsibility.

While it cannot guarantee that any one person will be advanced, the advancement system does guarantee that all persons within a particular rate will compete equally for the vacancies that exist.

THE TREND OF NAVAL TRAINING

Navy training is changing in several ways. For example, it is becoming more and more individualized, a change brought about by the introduction of many programmed-instruction courses and a few audio/visual courses. These types of courses permit a student to choose his medium of instruction and to proceed at his own pace (self-paced instruction). Then too, all future instructional material must be job related and "system designed," that is, it must teach the trainee to do a task and it must follow a specific course including defining the need for planning, developing, and evaluating the course. Thus, all elements required for a complete course will be included in each unit. Training for men and women in many ratings will be planned from the time they enter the Navy until they retire. The objective is to use all the training given and eliminate the "over training" prevalent in the past. Many, if not all, "A" schools will be reduced in length; some other schools will be eliminated. Consequently, more training must be done aboard ship or station. To expedite on-board training, a great many "on-board training packages" will be produced. Many of these will be multi-media packages.

SCOPE OF THIS TRAINING MANUAL

Before studying any book, it is a good idea to know its purpose and scope. Here are some things you should know about this training manual:

- It is designed to give you information on the occupational standards for advancement to JO1 and JOC.

- It must be satisfactorily completed before you can advance to JO1 or JOC, whether you are in the regular Navy or Naval Reserve.

- It is NOT designed to give you information on the naval requirements for advancement to PO1 or CPO.

- The Journalist occupational standards that were used as a guide in the preparation of this training manual were those promulgated in NavPers 18068-D. Therefore, changes in the Journalist standards promulgated by changes to NavPers 18068-D may not be reflected in the information given in this manual. Since your major purpose in studying this manual is to meet the standards for advancement to JO1 or JOC, it is important for you to obtain and study a set of the most recent Journalist standards.

- No training manual can take the place of actual on-the-job experience for developing skill in the required practical factors. The manual can help you understand some of the whys and wherefores, but you must combine knowledge with practical experience before you can develop the required skills. The Personnel Advancement Requirement (PAR) program, should be utilized in conjunction with this manual whenever possible.

- This training manual goes into much greater depth than *JO 3 & 2*. Where the latter barely introduced you to public affairs theory and policy, community relations and special events, oral communications, adverse news situations, and administrative practices, this course provides a comprehensive study of these important subjects. In the fields of photojournalism and radio/television, this course starts where *JO 3 & 2* ended and introduces new and advanced material based on the standards for *JO 1 & C*. To get the most out of these chapters, you must be well rounded in the standards for your present rate. A quick review of *JO 3 & 2* will assist you in studying this manual.

- Before studying this manual, study the table of contents and note the arrangement of information by chapter. Information can be organized and presented in many different ways. You will find it helpful to get an overall view of the organization of this text before you start to study it.

SOURCES OF INFORMATION

It is very important for you to have an extensive knowledge of the references to consult for detailed, authoritative, up-to-date information on all subjects related to the military requirements and to the occupational standards of the Journalist rating.

Some of the publications discussed here are subject to change or revision from time to time—some at regular intervals, others as the need arises. When using any publication that is subject to change or revision, be sure you have the latest edition. The letter following the numerals designates the edition. It is your responsibility to see that you are using the latest edition of any publication or directive. (In this manual, the final letter is not shown in most cases.) When using any publication kept current by means of changes, be sure you have a copy in which all official changes have been entered.

OCCUPATIONAL STANDARDS

The Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards gives the minimum requirements for advancement to each rate within each rating. The occupational standards section lists the military requirements which apply to all ratings and the occupational standards that are specific to each rating.

The occupational standards are kept current by means of numbered changes. These changes are issued more frequently than most rate training manuals can be revised; therefore, the training manuals do not always reflect the latest standards for advancement. When preparing for advancement, you should always check the latest change (if any) to the occupational standards to be sure you know the current requirements for advancement in your rating.

Remember these three things about occupational standards:

1. The standards are the MINIMUM requirements for advancement. If you study more than the required minimum you will, of course, have a great advantage when you take the written examination for advancement.
2. Each standard has a designated pay grade. You are responsible for meeting all standards specified for advancement to the pay grade to which you are seeking advancement AND all standards specified for lower pay grades.
3. The written examinations for advancement to E-6 and above contain questions relating to the practical factors of BOTH leadership requirements and occupational standards. Candidates are required to pass the applicable military/leadership examination only once.

Personnel Advancement Requirement Program

The purpose of the Personnel Advancement Requirement (PAR) Program is to (1) individualize advancement requirements for each rate and rating and (2) provide a consolidated checklist that personnel can use in preparing themselves for advancement or in evaluating others to determine their readiness for advancement.

PAR lists the individual advancement requirements for each rate and rating in three sections:

Section I–Administrative

Section II–Formal Schools and Training

Section III–Occupational and Military Ability

The items listed in Section III of the PAR are general statements of rating-required occupational abilities or tasks. The statements are based on the current occupational standards as published in Section I, *Manual of Navy Enlisted Manpower and Personnel Classifications and Standards,* NAVPERS 18068-D. Section III will replace the Record of Practical Factors, NAVEDTRA 1414/1. As a JO1 or JOC, you will use Section III as a guide in evaluating lower rated personnel. Your evaluation of an individual will be based on his ability to perform satisfactorily the tasks indicated. The basis should include a demonstration of performance, although this is not mandatory. You may base the evaluation on observed ability in related tasks or jobs, or on the training received by the individual. The evaluation itself is your overall assessment of him. It should be deliberate and not done routinely or as a matter of form.

NAVEDTRA PUBLICATIONS

As a result of the establishment of the Naval Education and Training Support Command under the Chief of Naval Education and Training, new editions of training publications formerly designated with the abbreviation NavPers or NavTra are being designated NavEdTra. The numerals and the edition designators remain unchanged. This training manual, for instance, is NavEdTra 10295-B, which means that it is the third edition of this publication. The forth edition will be NavEdTra 10295-C.

In this chapter and elsewhere in this text, training publications which already carry the new abbreviation are listed that way; those not yet changed are listed by NavPers numbers.

Training publications are of several types. The most numerous are the training manuals and nonresident career courses (NRCC's) which are designed to provide instruction or guidance in learning a specific Navy subject. Other publications provide listings of courses and study materials and other general information of use to trainees, supervisors, and instructors.

Bibliography for Advancement Study

The *Bibliography for Advancement Study,* NavEdTra 10052 lists required and recommended rate training manuals and other reference material to be used by personnel preparing for advancement. The *Bibliography* is revised and issued each year by the Naval Education and Training Support Command. Again, be sure you have the latest edition.

In NavEdTra 10052, rate training manuals that are marked with an asterisk (*) are MANDATORY at the indicated rate levels. A mandatory training manual may be completed by (1) passing the appropriate enlisted correspondence course based on the mandatory manual, (2) passing locally prepared tests based on the information given in the mandatory manual, or (3) in some cases, successfully completing an appropriate Navy or service school.

Remember, all references, whether mandatory or recommended, may be used as source material for the advancement examinations. You are responsible for all references listed for lower rate levels.

List of Training Manuals and Correspondence Courses

The *List of Training Manuals and Correspondence Courses,* NavEdTra 10061, contains lists of all training manuals published by the Navy, a description of the naval correspondence course program with lists of all correspondence courses available, and lists of leadership publications. The listings which are revised annually, are both alphabetical and numerical. NavEdTra 10061 is the basic source of information as to what is available in the various subject areas and the publication date and edition designator of the current edition of each publication.

Rate Training Manuals

Rate training manuals are written for the specific purpose of helping personnel prepare for their duties and for advancement. Some courses are general in nature and are intented for use by more than one rating; others (such as this one) are specific to a particular rating.

Each time a rate training manual is revised, it is brought into conformance with official publications and directives on which it is based; but during the life of any edition, discrepancies between the manual and official sources are almost sure to arise because of changes to the latter which are issued in the interim. In the performance of your duties, you should always refer to the appropriate official publication or directive. If the official source is listed in NavEdTra 10052 and, therefore, is a source used by the Naval Education and Training Program Development Center in preparing the advancement examinations, the Center will resolve any discrepancy of material by using the most recent.

There are four rate training manuals that are specially prepared to present information on naval requirements for advancement. They are:

- *Basic Military Requirements,* NavEdTra 10054
- *Military Requirements for Petty Officer 3 & 2,* NavEdTra 10056
- *Military Requirements for Petty Officer 1 & C,* NavEdTra 10057
- *Military Requirements for SCPO & MCPO,* NavEdTra 10115

Each of the military requirements manuals is mandatory at the indicated rate levels. In addition to giving information on the military requirements, these four books give a good deal of useful information on the enlisted rating structure; how to prepare for advancement; how to supervise, train, and lead other personnel; and how to meet your increasing responsibilities as you advance.

Satisfactory completion of *Journalist 3 & 2* is required for advancement to *JO3* and *JO2.* If you have met this requirement by satisfactorily completing a course other than the latest revision, it is to your advantage to at least review the latest edition of the training manual. Much of the information given in this edition of *Journalist 1 & C* is based on the assumption that you are familiar with the contents of the latest *Journalist 3 & 2.*

Rate training manuals prepared for other ratings are often a useful source of information. Reference to these training manuals will increase your knowledge of the duties and skills of other men. The manuals prepared for Photographer's Mates, Lithographers, and Yeomen, for example, are likely to be of particular interest to you. For a complete listing of rate training manuals, consult the *List of Training Manuals and Correspondence Courses,* NavEdTra 10061.

Correspondence Courses

Most rate training manuals are used as the basis for NRCC's. Completion of a mandatory training manual can be accomplished by passing the NRCC that is based on the manual. You will find it helpful to take other (correspondence) courses, as well as those that are based on mandatory manuals.

For example, completion of the officer correspondence course based on the *Department of the Navy Public Affairs Regulations,* SECNAV INST 5720.44, is strongly recommended for personnel preparing for advancement to JO1. A large percentage of the JO1 and JOC examinations are based on *PA Regs* (it is a study reference listed in NavEdTra 10052).

OTHER SOURCES

There are several additional sources of information that you may find useful in connection with your responsibilities for leadership, supervision, training, and administration. They include *Human Behavior and Leadership,* NavEdTra 10058; the

Correspondence Manual, SecNav Inst 5216.5; the *Department of the Navy Information Security Program Regulation,* OpNav Inst 5510.1 series; the *U.S. Navy Manual of Naval Photography,* OpNav Inst 3150.6 the *Navy Customer Service Manual,* NavEdTra 10119 and all SECNAV and CHINFO instructions dealing with Navy public affairs, community relations, American Forces Radio and Television, Shipboard Information Television and Entertainment Closed Circuit Television System, and so forth.

DIRECTION Magazine is a Navy public affairs monthly publication issued by the Navy Internal Relations Activity. The magazine contains interesting and useful information on all aspects of current Navy public affairs. *Direction* is particularly useful to Journalists because it presents information which supplements and clarifies *Department of the Navy Public Affairs Regulations.* It also discusses new tools in the public affairs/JO field, policies, and procedures.

TRAINING FILMS

Training films available to naval personnel are a valuable source of supplementary information on many technical subjects. Training films are listed in the *United States Navy Film Catalog,* NAVAIR 10-1-777. Copies may be ordered in accordance with the *Navy Stock List of Forms and Publications,* NAVSUP 2002. Monthly supplements to the *Film Catalog* are distributed to catalog holders.

When selecting a film, note its date of issue listed in the *Film Catalog.* Some films become obsolete rapidly. If a film is obsolete only in part, it may sometimes be shown effectively if before or during its showing you carefully point out to trainees the procedures that have changed. For this reason, if you are showing a film to train other personnel, take a look at it in advance if possible so that you may spot material that may have become obsolete and verify current procedures by looking them up in the appropriate sources before the formal showing.

SCHOOLS AVAILABLE TO JOURNALISTS

The Chief of Information makes recommendations to the Chief of Naval Personnel concerning training of Navy Journalists. BuPers is responsible for training personnel assigned to public affairs duties, and in cooperation with and acting on the recommendations of ChInfo, provides instruction concerning the responsibility of the Navy to the public, the necessity for a public affairs program, and the means and techniques to achieve it.

There are currently three courses available to JOs at the Defense Information School, Fort Benjamin Harrison, Indiana. The courses are Advanced Information Specialist, Broadcast Specialist, and Newspaper Editor Course.

BuPers publishes annually a list of specialized photographic/journalist training programs in civilian institutions. Offered to qualified senior Journalists are a one-year course of instruction in "Photographic Journalism" (Syracuse University) and a one-year course of instruction in "Motion Picture Script Writing" (University of Southern California). Both courses convene annually in September. See the current BuPers Note 3150 for complete details on eligibility requirements.

Further information on the above and other courses, and on quotas and schedules of sessions, will be found in the *Catalog of Navy Training Courses,* NavEdTra 10500.

CHAPTER 2

PUBLIC AFFAIRS POLICY AND PROCEDURES

As you advance in the Journalist rating, your assignments will require that you have a greater knowledge of the theory and practices of public affairs. This will help you to better develop your public affairs skills.

This chapter, because of its length, is divided into three major parts. You will study the following material: Part ONE–(1) an analysis of public relations (both civilian and military) and (2) a brief survey of public opinion and mass communication literature; Part TWO–(1) organization of the DOD and its relationship to the military departments and to the unified and specified commands; (2) organization of public affairs functions in the DOD and unified and specified commands; (3) DOD policy on the release of information at the seat of government; and (4) organization of internal information agencies; and Part THREE–(1) planning, coordinating, and implementing a public affairs program (locally, nationally, overseas, and afloat); (2) wartime duties of public affairs personnel in combat zones; and (3) media relations practices of which senior JO's should have a knowledge.

The material presented in this chapter will form a basis for applying public affairs theories and practices. The contents of this chapter are based on the policy and plans curriculum used at the Defense Information School; Department of the Navy Public Affairs Regulations (SECNAVINST INST . 5720.44); and other current (at the time of this writing) public affairs directives issued by DOD, the SECNAV, OPNAV, and CHINFO. When actually applying this material to your PA assignments, make sure that you are using the most up-to-date version of the references.

At the Defense Information School (DINFOS), Armed Forces public affairs personnel (Navy Journalists, Army information specialists, military public affairs officers, GS information specialists, etc.) are trained to understand the function of the joint public affairs staff within the broad DOD complex (they are basically trained as info specialists in their own service). *Journalist 3 and 2* briefly introduced you to the DOD public affairs picture; it centered primarily on the public affairs organization within the Navy. Most of this chapter will be presented from an overall DOD public affairs point of view.

Within the Department of Defense a public affairs program exists to:

- Provide maximum information about the DOD consistent with national security.
- Initiate and support activities contributing to good relations between the DOD and all segments of the public at home and abroad.
- Plan for DOD national public media censorship activities in the event of a declared national emergency.
- Provide overall supervision of DOD-wide internal relations and internal information programs.

Although this manual is not designed to make you a commercial public relations expert, you should be aware of the essential difference between commercial public relations and military public affairs.

Commercial public relations is based on the free enterprise concept of marketing a product or service for a private corporation. Military public affairs programs exist to provide information and maintain an awareness and concern for public opinion regarding an organization that is owned and operated by and for the American people. Where the commercial public relations practitioner answers only to the officers of his company, military public affairs personnel are responsible to their command, the Navy, the Defense Department, the President, and through the Congress, to the American voters and taxpayers. When a civilian public relations practitioner errs or a private corporation's public relations turn sour, the consequences are seldom great. When a military commander's actions or those of his public affairs personnel produce negative results, the unfavorable public relations implications often have long-term national and international ramifications which can cause damage to our national defense posture and objectives.

No organization in American society can take public opinion for granted. No one can assume that good performance and strength alone will bring public recognition, understanding, and support. In a modern complex society, it is necessary for every organization seeking public support to establish and maintain information programs in order to create a common ground of understanding with the public.

Perhaps even more important than the Defense Department's concern for public understanding and support is the accepted principle that the nation's citizens have "the right to know" all unclassified information that is required or that is within the commonly accepted meaning of news. The Defense Establishment belongs to the American people. It is accountable to them and has an obligation to spend their money wisely, operate efficiently, and generally in accord with their wishes. Support of the defense effort has required sacrifices on the part of the American people and will continue to do so.

The armed services depend upon the public for all the essential elements of their existence: legal authority to exist and to function within their assigned areas of responsibility; funds required to procure materials and services; manpower and equipment; and the kind of public recognition that any such organization requires if it is to maintain high morale and perform at peak efficiency. Those elements are provided by the public today because the public agrees that there is a need for an adequate Defense Establishment.

Top-level evidence of the Navy's concern for keeping the public informed was reflected by Admiral Thomas H. Moorer during his tenure as Chief of Naval Operations:

> "It is particularly important today, in these times of very rapid communications and television, where one impression can cause significant action on the part of our government. . . that we ensure that the public is entirely and accurately informed about the overall naval situation in a very timely and fair manner."

PART ONE

ANALYSIS OF PUBLIC RELATIONS

This section surveys the history of public relations and points out significant terms, principles, and theories related to the military public affairs profession. The terms and principles discussed should be applied to the solution of public affairs problems.

Most of the basic public affairs principles and terms stem from civilian public relations. You should continually keep in mind that as a Journalist in the military public affairs field, you must restrict public affairs activities to those authorized and accepted by national policy and military regulations. Civilian public relations principles and practices, divested of their promotional elements, can enhance the military public information and public opinion evaluation function.

WHAT IS PUBLIC RELATIONS?

Public relations, commonly referred to as PR, is practiced to influence public opinion and human behavior. It is the quality of the relationships between an individual or organization and the public. Public relations is a way to influence public opinion through a planned effort which follows the basic principles of policies in the public interest, good performance, and adequate communication. It is not enough to have a concern for the public interest that is manifest in the policies of an individual or organization, and good performance on its part. The public must recognize that an individual or organization is performing responsibly, and does have its interests in mind. This recognition can be achieved only by adequate communication between the two. The end result of public relations is favorable public opinion towards and public acceptance of an individual, idea, product, service, or institution.

Public relations is a term used in at least three senses in our society:

- The relationships which an individual or organization has with individuals and groups which compose its publics.
- The ways and means used to achieve harmonious relationships with the publics.
- The quality or status of an individual's or organization's relationships with its publics.

PR Role in Society

Public relations plays an important role in our society. It provides the public with useful information it would have difficulty obtaining otherwise, and helps market products and services that contribute to the development of our national economy and standard of living. Also, it serves as a social bookkeeper or conscience concerning the relationships of government, or of business, with the public. Communication experts have determined that up to 50 percent of the content of our mass media originates in some way through public relations efforts. It has helped to make our government and political systems more meaningful. It has raised funds for combating polio, heart disease, and other crippling diseases. It is used to foster national and world support for the defense of free people everywhere. It is also used to bring about gradual adjustments to social problems that plague our society.

It is estimated that more than 100,000 Americans are employed in public relations and that American industry spends in excess of $2 billion each year on public relations activities.

Public relations is taught in some 200 universities. Fourteen offer bachelor's degrees and five offer master's degrees in PR, but it is difficult to find universal acceptance of its definition.

Because public relations is a relatively new term and even newer occupation, there is considerable confusion and often controversy surrounding its employment and practitioners. Since there are no legal standards or license requirements in the PR field, numerous unqualified and often disreputable individuals have brought discredit and dishonor to public relations, particularly among members of the mass media and legislative bodies.

Public relations practitioners often are stereotyped by the general public with press agentry which is an ancestor of public relations. The history of press agentry reveals its function as one of getting publicity for publicity's sake alone. Frequently there has been little concern shown for the public interest or responsible performance.

A Popular PR Definition

A definition formulated by the editors of the *Public Relations News* and now widely accepted in the field is:

> "Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with public interest, and executes a program to earn public understanding and acceptance."

There are other popular and sound definitions of public relations. Almost all recognize that the term refers both to the state of the relationships between an organization and its publics and to the efforts to do something about these relationships by counseling managers and leaders in ways to work with the public.

PR Terms

There are numerous terms peculiar to the public relations field. The following list includes the most common terms used in PR literature and practices:

PUBLIC.–A constantly changing, not necessarily organized group of people who may or may not know and communicate with each other, but who all have the same relationship to some person or group.

PUBLIC INFORMATION.–The process of providing information to the public, mainly, though not necessarily exclusively, through the mass media. Also, sometimes the state of public knowledge on a subject, as "the level of public information" on an issue.

PROPAGANDA.–A planned or schemed program for spreading a doctrine or system of principles regardless of the public interest. Propaganda can be the dissemination of ideas, information, or gossip for the purpose of helping or injuring a person, an institution, a cause, a political party, or the like.

PUBLICITY.–Information with news value issued as a means of gaining public attention or support. Publicity also results from the staging of newsworthy events, such as anniversary celebrations, seminars, dedications, beauty contests, and ground-breakings, and from unplanned events (such as accidents) over which the organization may have little or no control.

PRESS AGENTRY.–Publicity used more to attract attention than to gain understanding. The posing by an actress or other celebrity with a product or an individual for photographs merely to bring attention to their association is considered press agentry.

LOBBYING.–Unsolicited services, messages, publications, or other devices designed to influence any member of a legislative body in his attitude toward particular legislation or appropriations.

Historical Evolution of PR

Great thinkers and educators tell us that to understand the present and future it is necessary to look at the past.

Although the practice of PR as a specialized skill and the use of the term date only from the closing years of the 19th century, public relations as a concept is not new. It has been practiced in one form or another from the time men came together and formed groups or societies.

Leaders have always had the option of three approaches to get men to make concerted efforts–power, purchase, pursuasion–or a combination of the three.

POWER influences human behavior by overriding human will and choice. It threatens individual or group security and well-being. A dictator exerts control through naked power by imprisoning or assassinating anyone who opposes his government. The disadvantages of the use of power alone to control human behavior include its difficulty of application, its wastefulness, its disregard for morality, and the serious limitation in the progress a government can make through that means.

PURCHASE is used to control human behavior by offering a reward for particular behavior. Money, goods, glory, and position of honor have been used throughout history to purchase human behavior. Purchase is usually preferred over power, but its limitations lie in the fact that people are purchased only by what they value, and opposing forces may gain control by offering higher stakes to those who accept purchase.

PERSUASION is the third and most complex method of controlling human behavior. With persuasion, human behavior is guided by a liaison or communication between the minds of the leader and the governed. Words, pictures, gestures, or other means of human communication are used to persuade people to act in a specified manner because they believe it is the right way to act.

GOVERNMENT BY PERSUASION.–Every government uses power and purchases to some degree to achieve its objectives. However, the great democracies primarily depend upon persuasion to gain acceptance of their programs. In order to persuade, there must be free communication. Without free communication there is no democracy. Free communication is necessary for a democracy to emerge, develop, and endure as its ideas and ideals are tested and retested in the dialogue of each generation. In the conduct of public relations the PR practitioner depends upon persuasion to achieve his objectives. These objectives are to change or neutralize hostile opinion, crystalize unformed or latent opinion, and conserve favorable opinions toward the idea, product, service, or institution which he represents. It follows then that the public relations function in modern society has advanced most in those countries which permit free communication.

EARLY BEGINNINGS.–Efforts to communicate information to influence action can be traced back to early civilizations. Archeologists found a farm bulletin in Iran (Persia) which told the farmers of 1800 B.C. how to sow, irrigate, and harvest their crops and how to control field mice.

Today, U.S. Department of Agriculture farm bulletins perform a similar function. The art and architecture of ancient Egypt, Assyria, Persia, and China were designed to build support for and glorify emperors, kings, priests, or other leaders, or for ideas such as Christianity. Our knowledge of these ancient civilizations has to a great extent been the result of deciphering this art and architecture.

Julius Caesar is remembered as a great conqueror, statesman, and historian. There is evidence that he was one of the first rulers to practice public relations on a large scale in government. His commentaries on the Gallic Wars are considered one of the most masterful propaganda tracts ever written. Reputed to be the brainchild of Caesar, the Roman newspaper *Acta Diurna*, was devoted to news about Caesar and his government. It was distributed in the Forum about 60 B.C. Some historians believe Caesar employed publicity agents or ghost writers to enhance his power and reputation.

In creating the newspaper, Caesar hoped to accomplish these goals:

- Build a favorable image of himself.
- Stimulate interest in his government.
- Achieve good will.
- Influence opinion and legislation.
- Keep his people informed.

The history of Europe and Asia is replete with examples of other rulers who used what we would now call opinion-molding techniques to gain and hold power. Our own nation owes its being, in a large measure, to Thomas Paine, Samuel Adams, Benjamin Franklin, and other patriots who published newspapers and pamphlets to rally the people of the Colonies to the cause of independence.

IMPACT OF THE PRINTING PRESS.–In Europe before the mid-15th century, education was beyond the reach of the general public, usually being limited to royalty, political and religious leaders, and the wealthy landowners. Reading matter which was available had been inscribed by hand, usually in a single copy. The invention in 1454 of the printing press with movable type had a major impact on public communications and the course of history in the Western World. The ability to mass print was followed by the establishment of educational institutions which were opened to a much wider segment of the public. Mass printing permitted the publication of newspapers, pamphlets, and books. Libraries opened, in which the newly educated could read and study the ideas and thoughts of the "world's thinkers" and the revolutionary concepts of individuals such as Martin Luther, Voltaire, and Rousseau. The resulting human enlightenment produced unrest and popular revolts to overthrow individuals, organizations, and governments, which denied the "God-given" or "natural" rights of the people.

A case in point is the American Revolution. It developed from a complex convergence of social, economic, and political problems largely ignored by the reigning British monarch King George III, because of a lack of communication with the New World. The publicity agent for the "Cause" was Samuel Adams. The command information officer was Thomas Paine, the pamphleteer. Spokesmen for the Revolution were Benjamin Franklin and Thomas Jefferson. Using some of the most dramatic and effective PR efforts in history, Patrick Henry molded public opinion and support. Staged events (The Boston Tea Party), oratory ("Give me liberty or . . ."), organizations (Sons of Liberty, rallies, protests), publications, and propaganda were used by American patriots to crystalize public interest and support, both in the colonies and in Europe. Many of those PR efforts have been duplicated in almost every popular revolution that has taken place since 1776.

The Declaration of Independence was written out "of a decent respect to the opinions of mankind." Throughout the American Revolution and in the early years of the new Nation, persuasive communication by early Presidents and leaders played a key role in the nation's growth and development.

'KITCHEN CABINET' PR MAN.–The use of public relations techniques to adjust citizens to major social and economic changes is exemplified by the administration of President Andrew Jackson. A former newspaper editor, Amos Kendall, was employed by President Jackson and served in Jackson's influential "Kitchen Cabinet." He was Jackson's pollster, counselor, ghost writer, problem solver, idea man, and publicist. Although relatively unknown outside Washington's officialdom, Kendall worked at the policy-making level and played a key role in the success President Jackson had in establishing free education, economic reforms in the public's favor, and passage of legislation which gave the man on the street a vote and voice in politics.

From the end of Jackson's Administration until the Civil War the expansion of railroads and the invention of the telegraph were major milestones in the evolution of the nation's communications system. Railroads rushed passengers, newspapers, and publications to communities that had accepted a delay of weeks or months for news of current interest elsewhere. The advent of a telegraph system brought immediate long-distance communication and provided newspapers with a system for gathering news that changed the manner in which news was reported. Mass communications became an established fact.

The Civil War climaxed a lengthy and bitter political, economic, and social struggle between two opposing forces of the nation. Agitation for public support by both sides preceded the war by many years. Public relations efforts included staged events, oratory, propaganda, and popular front organizations.

PRESIDENT LINCOLN (PR MASTER).–President Abraham Lincoln, a master of both oral and written communications, welded the Union forces together and led them to ultimate victory over the Confederacy. Lincoln was acutely aware of the power of public opinion, but his military commanders were not prepared for the press relation problems brought about by the mass communication system and the railroads. As a result, his administration suffered.

From the period of Reconstruction to the beginning of the 20th century a number of major developments spurred the evolution of public relations as a distinct function. The drift of a rapidly multiplying population to the cities, a swell of immigration, a shift of production from home to factory, and a fantastic corporate growth caused a loss in face-to-face communication and created complex social and economic problems.

To meet the problem of reduced personal communication within society, the public rapidly adjusted to the use of technological advances that made possible a widening of the mass communication system. The establishment of the telephone system and technological advances in the printing of newspapers, books, and magazines vastly widened the mass communication system and satisfied the demand for news.

THREE ERAS OF PUBLIC RELATIONS.–Public relations literature discusses three distinct eras of American public relations evolvement: (1) the "Public Be Damned" Era, (2) the "Public Be Fooled" Era, and (3) the present "Public Be Informed" Era that began early in this century.

The first era was named for a purported remark of William H. Vanderbilt, a railroad tycoon. Asked in 1889 whether it was in the public interest to remove a fast daily train between New York and Chicago, he is reported to have said, "The public be damned–we don't take any stock in this silly nonsense working for anybody's good but our own–because we are not." Whether accurate or not, that phrase stuck because it symbolized the attitude of the business giants of that day.

The rise of powerful monopolies, concentration of wealth and power in the hands of a few, and the roughshod tactics of the so-called "Robber Barons," brought a wave of public protest and demands for reform. Contemporary public relations emerged during the "Public Be Damned" Era as part of the power struggles by economic groups against political reform movements demanded by labor, farm, and social groups.

The popular revolt against big business was led in large part by Theodore Roosevelt, who earned the soubriquet "Trust Buster." Agitation for reform found its strength in the writings of the so called "Muckrakers." The "Muckrakers" thundered out their denunciations of big business and the "Robber Barons" to the mass circulation audiences of the popular magazines and newspapers. The impact of the growing mass media was apparent.

At first big business was helpless against the onslaught of the accusations of the "Muckrakers" and the political reform movements because they had lost contact with the public. They needed help in reaching the public with favorable information. Their first instinct turned them to their advertising men and lawyers. But when threats to take their advertising away from media and lawsuits failed to dissuade editors from printing the exposes, big business hired ex-newspapermen and press agents in an effort to capture the public's attention.

These ex-newspapermen and press agents followed the example of the press agents of the entertainment world of the late 19th century.

Phineas T. Barnum had used trickery, stunts, and flamboyant publicity efforts to attract attention and audiences for freak shows and circuses.

One-way communication, liberal coats of "white-wash," trickery, and stunts were the major tools used by corporate press agents to combat the damage of the "Muckrakers" and political reform groups. The period eventually became known as the "Public Be Fooled" Era of public relations.

Ivy Ledbetter Lee is generally credited with being one of the pioneers of PR who helped usher in the "Public Be Informed" Era which has lasted from the early 20th century until today.

Lee supplemented his income as a reporter for the New York World by writing news releases for some of the corporations seeking a voice in public communication. He noted that business policies of secrecy and silence were failing. He believed that in order to be understood, corporations must become articulate, open their books, and take their case to the public.

Lee issued a "Declaration of Principles" in 1906, in which he stated: "This is not a secret press bureau. All our work is done in the open. We aim to supply news. This is not an advertising agency; if you think our material ought properly to go to your business office, do not use it. Our matter is accurate. Further details on any subject treated will be supplied promptly, and any editor will be assisted most cheerfully in verifying directly any statement or fact . . . In brief our plan is, frankly and openly, on behalf of business concerns and public institutions, to supply to the press and public of the United States prompt and accurate information concerning subjects which it is of value and interest to the public to know about."

The Declaration is an expression of two of the three recognized principles of effective public relations: Good performance and adequate communication. Policy in the public interest is third. Lee's "Declaration of Principles" offers sound guidance to effective press relations today.

WW I CONTRIBUTIONS.–Other important contributions to public relations theory and practice were made in World War I. During the war, George Creel, a well-known newsman, was appointed to head the Committee for Public Information. Creel's committee mobilized militant public opinion in support of our national objectives, countered the enemy's propaganda, and helped to sell Liberty Bonds on a scale never before thought possible. Creel and the members of his committee, which included Carl Byoir and Edward L. Bernays, transformed public relations from a defensive weapon to a positive dynamic tool of management.

When the war ended, Byoir and Bernays returned to the business world, where both had a far-reaching influence on the development of PR.

FIRST PR TEXTBOOK.–Bernays wrote the first book about and taught the first university courses in public relations. He coined the term "public relations counsel." He was responsible for pointing out that PR was a function of management, that management had a responsibility not only to its employees, but to the public they served or depended on for support.

Since the early 1920's, mass communication experts and social scientists have made significant contributions to the evolution of public relations. Studies of public opinion, propaganda, the stereotyping of attitudes, individual and group behavior, and the operations of pressure groups and opinion leaders number among their scholarly contributions. Public opinion polls were first conducted on a national scale in 1916 and grew to national prominence and influence in the 1920's and 30's.

LIPPMANN DEFINES PUBLIC OPINION.–One important contribution was the book *Public Opinion* by Walter Lippmann. Published in 1922, Lippmann's book describes what has been accepted as the most valid definition of public opinion. According to Mr. Lippmann, the opinions held by a person are based on his experiences, environment, education and many preconceived notions. He likens a person's "public opinion" to pictures in one's head. Those images Mr. Lippmann called stereotypes. The theories and terms of *Public Opinion* have become a permanent part of the lexicon of social scientists, social psychologists, and public relations professionals.

The crash of the American stock market and the depression that followed awakened governmental agencies, educational institutions, religious organizations, welfare agencies, and other non-profit institutions to the role public relations could play in the success of their particular activity. Public relations evolved considerably under Franklin D. Roosevelt's administrations.

Although radio had emerged as a mass communication medium during the 1920's, its tremendous impact did not become apparent until President Roosevelt used radio to communicate directly with the American people through his "Fireside Chats." Using network radio and the front page of the daily newspapers, President Roosevelt exercised strong leadership and consummate communications skill to harness the forces of protest into an effective and popular government.

PR EXPANDS DURING WW II.–When World War II began, President Roosevelt continued using his leadership and communication skills to weld American economic, political, and military forces.

President Roosevelt appointed Elmer Davis, a newsman, to head the Office of War Information. That office was charged with maintaining home-front morale and winning public support for rationing, the draft, war bonds, and other wartime programs.

Following WW II, public relations experts were used by the government to help ease the staggering adjustment of shifting to a peacetime economy and integrating the millions of ex-servicemen back into the work force.

Since WW II, public relations efforts and organizations have expanded with the national economy. The most intense development was during periods of political and economic crisis and unrest.

Among the significant developments of public relations since WW II are the relationships of chief executives and their PR counsel, establishment of public relations training at the university level, organizations of a national professional public relations society, and the use of radio and television to influence public opinion.

The relationship between President Eisenhower and his press secretary, James Haggerty, was a positive example of how a public relations expert and his "boss" best work as a team. Mr. Haggerty sat in on the Administration's major policy conferences and planning sessions and was consulted before final decisions and public announcements were made. Filmed newscasts of presidential press conferences were also introduced during the Eisenhower Administration.

In 1947, the first School of Public Relations was opened at Boston University. It is now known as the School of Public Communications. Many other universities now offer degrees in Public Relations.

In 1964 the Public Relations Society of America (PRSA) started a program of voluntary certification of members' professional skill including written examinations. PRSA now has almost 6000 members.

President John F. Kennedy was the first President to permit live radio and television broadcasting of Presidential news conferences. His use of the electronic media during the "Steel Crisis" and "Cuban Missile Crisis" in 1962 best exemplify how quickly public opinion can be marshalled to support national objectives.

NEED FOR EXPERTISE.–Today, public relations practice is maturing into a specific discipline requiring of its practitioners expert skill in mass communications and applied social psychology. It has found acceptance in all phases of government, business, industry, commerce, institutionalism, politics, and even entertainment.

MILITARY PA PARALLELS CIVILIAN PR

Military public affairs (a parallel of civilian public relations) has a long history of its own. It owes its peculiarities to the unique requirements of military discipline, methods, and goals. If military PA can be directly compared to civilian PR, then it can best be compared to the public relations practices of the non-profit organization, whose interest is deeds and a continued existence for good purposes, rather than production for a profit.

Down through history, beginning as far back as half a millennium before Christ, military public affairs has been practiced as a unique art with close civilian parallels. In years gone by, as now, there have been highly successful practitioners of the art. These individuals could move from the military to the civilian realm and make their successful and proven PR theories operate for them in both realms by adapting them to suit changes in goals, objectives, and policy.

Perhaps the earliest example of military concern for public affairs occurred after the Battle of Marathon in 490 B.C. When the Athenian army unexpectedly defeated the Persian army at Marathon, the Athenian commander sent a runner to Athens, 28 miles away, to tell the people that the army had won a decisive victory.

That event points up a basic reason for the existence of public affairs efforts by armed forces fielded by democratic governments. When a democracy establishes and maintains a military force for its protection, the people have a right to know all the news of public concern about the organization.

The great military leaders of history were outstanding communicators, both with their men and with the public.

Napoleon always personally appeared before his armies on the eve of battle and explained the objectives and advantages of the forthcoming attack. His manner, costume, and color of his steed set him apart from others on the field of battle and served as a leadership symbol for his men.

George Washington's command of the English language, use of symbols and images to lead men in battle contributed to his earning an immortal place in history.

Civil War Press Relations

Military leaders have contended with public opinion always, but it wasn't until the American Civil War that they faced the crucial problem of press relations. In the years just prior to the war, the railroads and telegraph had vastly changed the mass communication system. Before this had evolved, it was often weeks or even months before news of military activities could reach the public. Union generals who previously had not been too concerned about public opinion were totally unprepared for the day-by-day newspaper reports and the almost immediate impact of unfavorable public opinion that stemmed from war correspondents reporting military activities by telegraph to the mass media.

General William Sherman once undertook to have a correspondent hanged for espionage. Angrily, he wrote that he would rather be governed by Jefferson Davis than "abused by a set of dirty newspaper scribblers who have the impudence of Satan. They come into camp," he went on, "poke about among the lazy and pick up camp rumors and publish them as facts, and the avidity with which these rumors are swallowed by the public makes even some of our officers bow to them. I will not. They are a pest and shall not approach me, and I will treat them as spies which in truth they are."

The harassed newsmen covering the Civil War contributed to the publication of a monumental amount of misinformation that caused unnecessary adverse opinion of the military's role in the war.

Towards the end of the 19th century, Admiral George Dewey, in recognition of a need for organized military public affairs, said: "Navy policy requires the support of the people and the Congress, and this support can only be obtained by giving the widest publicity to the policy itself and to the reasons and arguments in its support, and taking the people and the Congress into full confidence of the government, inviting intelligent criticism as well as support."

Early Military PA

In the opening years of the 20th century there was little need for public affairs staffs in the Armed Forces because of the absence of public interest in military matters. The Marine Corps had a publicity office in Chicago as early as 1907, but its primary purpose was to stimulate recruiting.

Public interest in the Armed Forces increased with the outbreak of WW I. In 1917, a press section was organized within the American Expeditionary Force in France to meet the needs of the American newsmen who had accompanied the troops to the combat theater of operations. A Public Relations Branch within G-2, Army Intelligence, was established permanently in 1918.

Secretary of the Navy Josephus Daniels established a Navy News Bureau in the Navy Department during WW I and staffed it with civilian newsmen. When public interest in the U-boat war grew strong, the Secretary inaugurated a daily news conference. In the Navy, as in the Army, public relations was viewed as a reverse form of security, and after the war a Public Relations Branch was established in the Office of Naval Intelligence (which remained in existence until 1941).

Following WW I, public interest in the Armed Forces again diminished. Army and Navy officials talked to newsmen when circumstances required it, but neither service maintained much of a public affairs organization. An exception was the young Army Air Corps, which was fighting for recognition within the military community and by the general public. As early as 1925, an Information Division in the Office of the Chief of the Air Service existed within the War Department (Army).

As the war clouds gathered in the early 40's, both War and Navy Departments anticipated an increase in civilian interest in military affairs. In 1941, Frank Knox, the former publisher of the *Chicago Daily News,* was Secretary of the Navy. He established an Office of Public Relations which was directly responsible to him. Concurrently, the Chief of Naval Operations declared public relations to be a command responsibility. (NOTE: A more detailed history of U.S. Navy public affairs activity is presented in Chapter 2, *Journalist 3 & 2*, some of which is repeated here to show how it fits into the overall history of U.S. military public affairs.)

In the closing years of the war, Fleet Admiral Chester W. Nimitz initiated a program through which news releases of men under his command, the U.S. Pacific Fleet, were forwarded to their home town newspapers. Admiral Nimitz's aim was the recognition of the accomplishments of the individual Navyman by family and friends at home. This program proved so successful that in early 1945, Secretary of the Navy James V. Forrestal directed the organization of a fleet home town news center as a Navy-wide activity so that Navymen serving throughout the world would be beneficiaries of the program. In 1952 the center began processing Marine Corps hometowners and it became a complete sea services activity when the Coast Guard joined it in 1963. Throughout its more than 25-year history, the center (FHTNC) has been the backbone of the Navy's effort to keep the home front aware of what Navy people are accomplishing around the world. The other branches of service have similar programs.

DOD Established

The National Security Act of 1947 established the Department of Defense (DOD) with three subordinate military departments; Departments of the Army, Navy, and Air Force. Public affairs offices were maintained by these departments and also in Headquarters, U.S. Marine Corps.

Originally, the Secretary of Defense had a token public affairs staff. In 1949, however, in order to facilitate public affairs coverage of the military departments, Secretary of Defense James Forrestal established in the DOD an Office of Public Information (OPI) which became the sole source of military news at the Defense Department level. Most of the personnel of the military departments' public affairs offices were transferred to that office. The relatively small staffs which remained within the various services fed national military news to the OPI and also directed the public affairs efforts of their field commands.

During the Korean War, the military public affairs organizations were permitted to expand in order to provide a greater flow of information, but OPI retained its original functions and authority.

In 1961, the Director, OPI, was redesignated Assistant Secretary of Defense (Public Affairs), ASD(PA). To eliminate duplication of effort and to unify military policy pronouncements, consolidation of public affairs activities of the military departments was begun.

PA Specialist Training

Although organized public relations techniques had been practiced in the Armed Forces since the first World War, no formal training for PA specialists was offered until after World War II.

In January 1946, the Army established an Information School at Carlisle Barracks, Pennsylvania.

The U.S. Naval Journalist School began operation at Great Lakes, Illinois in June 1948. It remained at Great Lakes until July 1964, when it was merged with the Army Information School into the Defense Information School (DINFOS) at Fort Slocum, N.Y. In October 1965, DINFOS moved to Fort Benjamin Harrison, Indiana, where it is currently located.

Officer PA Specialists serving with the Office of the Assistant Secretary of Defense (OASD/PA) or a unified command are known as Public Affairs Officers while the enlisted men and women (and civilian) are called public affairs specialists. Normally, in the Army and Air Force, the titles are "Information Officer" and "Information Specialist." The Marine Corps uses the terms "Information Services Officers" and "Information Man" to identify those who perform the public affairs task for that service. Within the Navy, as you well know, it's PAO and JO. These different terms used by the armed services are generally interchangeable with public relations functions in civilian life.

PUBLIC OPINION AND MASS COMMUNICATION

Public relations is defined in several ways earlier in this chapter. Richard Darrow, author of Part One, *Public Relations Today*, points out that "it is difficult to find a dictionary type definition which will fit the whole profession and practice." However, very high on his list of seven basics which are common to all public relations is the following thought: "Public goodwill is the greatest asset that can be enjoyed by any enterprise, and public opinion is the most powerful force. Public opinion that is informed and supplied with fact and fair interpretation may be sympathetic with a cause. Public opinion that is misinformed or uninformed can be hostile and damaging."

Reduced to its simplest terms, public relations is an effort to influence public opinion and thereby elicit a specific favorable reaction from certain specific publics of an organization. Public relations depends upon the influence and character of its effort in shaping public opinion. However, it must be remembered that integrity is the element which must exist in any institution or agency.

Cutlip and Center, the authors of *Effective Public Relations,* state that the purpose of public relations in commercial applications is to:

- Conserve or keep favorable opinion.
- Crystalize unformed or latent opinions in your favor.
- Change or neutralize hostile opinion.

These purposes have application to military public affairs since a large percentage of the effort is devoted to them. Like his civilian counterpart, the military public affairs specialist is striving constantly to start, lead, change, speed, or slow trends in public opinion as it affects his organization. His work is related to the difference in peoples' outlooks and opinions concerning his organization and the people whom it comprises.

It is, essential, therefore, that you, as a senior Journalist in the public affairs field, learn how to establish and maintain effective two-way communication with the publics whose attitudes and opinions ultimately comprise public opinion. What is public opinion? How important is it to an organization—military or civilian? How is it formed, stabilized, or changed? This section surveys some public opinion and mass communication literature, authored by noted civilian authorities, to present accepted theories of how individuals and groups develop attitudes and form opinions, and the interrelationship of social interaction, attitudes, and communication. The process which is believed to be a key instrument in the formation and the stabilization and change of public opinion will also be surveyed in order to present the relationship between the mastery of the principles of effective mass communication and improved public affairs programs.

This brief survey of an expanding discipline can present only the basic highlights of importance to public affairs personnel. However, you are encouraged to read fully the sections of the textbooks used in this survey. Information on these references is included in Appendix VII of this manual.

WHAT IS PUBLIC OPINION?

Cutlip and Center define public opinion as "the sum of accumulated individual opinions on an issue in public debate and affecting a group of people."

William Albig, in his book *Modern Public Opinion,* points out that public discussion is persistent in all human societies but is limited by the amount of information available and by the prevailing social customs and standards. Where there is no debate and no controversy, there can be no opinion. On the other hand, an opinion is some individual expression on a controversial point and it may be expressed in actions as well as words.

Each person holds individual opinions which are based on his attitudes and the information available to him on the subject under discussion. Group opinion can result from the interaction of two or more persons on one another in any type of group in which a controversial point occurs. Publics are simply constantly changing, not necessarily organized, groups of people who may or may not know and communicate with each other, but who all have the same relationship to some person or group. It should be remembered that the opinion process may be a reasoned and logical analysis, or it may be an emotional, unthinking, illogical expression. Most important of all is the fact that opinion is expressed through some means of communication. Opinion expression is behavior, whether it be by gesture (nose thumbing, clapping), voice (whistle, boo), the spoken word, the printed word, the symbol, or passive or overt acts.

THE REASONING PUBLIC

Viscount Bryce, the distinguished British observer of American democracy (*The American Commonwealth*), lists four stages in the formation of public opinion in a democracy:

Stage 1: In its rudimentary stage, public opinion is the prevalent impression of the moment as reflected in individual sentiments of approval or disapproval.

Stage 2: These individual sentiments are either confirmed or weakened by communication media (newspapers, magazines, radio, TV) or through interaction with other persons. (It must be remembered that communication media usually reflect the ideas and beliefs of so-called opinion makers or opinion leaders.) The opinion of ordinary minds, hitherto fluid and undetermined, begins to crystalize into a solid mass. This is where debate and controversy begin; i.e. in the mind of each individual.

Stage 3: The effect of each controversy forces individuals to take one side or another of the question or issue. They become partisans.

Stage 4: When a man votes, he commits himself. He then has an interest in backing his view, which he has sought to make the prevailing view. Multiple opinion is now reduced to two opinions—the triumphant opinion vs. the defeated opinion.

Bryce cautions us that only a small part of opinion is original. It is mainly due to what has been heard and read. He does not specify what proportion is due to reasoning.

How important is this opinion upon which public relations depends? Public opinion creates our social customs, mores, and folkways; it elects our political candidates and dictates their policies in office; it affects our choice of clothing, food, occupation, and way of life. In short, public opinion is one of the real facts of life with which everyone must deal.

On the whole, democracy as practiced within the United States of America seems to work as well as, or better than, most other political systems. Perhaps, our public opinion processes can be credited for some of its successes. According to Bryce, the excellence of popular government lies not so much in its wisdom, for it is as apt to err as other kinds of government, as in its strength. This strength lies more in the basic good sense of the American public than in the government's store of information and knowledge, voluminous and pervasive though it may be. Bryce refers to popular opinion in the sphere of politics, but does popular opinion operate elsewhere?

Everyone casts a vote every day of his life, and sometimes casts several votes a day. These votes usually are not political in nature. In our free enterprise society, we can cast economic and social votes as well as political votes. When we decide to buy Brand X rather than Brand Y we cast an economic vote. Our economic votes to save or to spend help determine the general trend of business activity and may lead to inflation or deflation, boom or bust.

We also cast social votes when we adopt or reject some new fad or fashion. We cast vocational votes when we adopt one type of job in preference to another.

How well do we cast such votes in the political, economic, social, and other fields? Public opinion is a major factor in determining how such votes are cast. Public relations must determine public opinion and attempt to influence it to act in accordance with an organization's objectives. In civilian industry, the primary objectives are to remain in business and prosper. In the Armed Forces, the support and understanding essential to mission accomplishment is being sought.

INFLUENCING PUBLIC OPINION

How is it possible to influence the attitudes and hence the opinions of individuals and bring about changes in public opinion and human behavior?

Until the end of the nineteenth century those who sought to understand or influence human behavior placed much reliance on a mysterious something called "human nature."

Social scientists and psychologists during this century have searched and documented data on how a human being's behavior can be influenced. Exhaustive and reliable investigations and experiments have demonstrated that man does not conform to any broad laws of nature or react according to "human nature." It has been found that each human being, rather than inheriting motive by instinct, acquires his motives, attitudes, and opinions from his environment, physical condition, experience, group associations, and the flood of stimuli and information with which he is bombarded constantly.

If an individual is to be influenced, it is essential that those persons planning programs that attempt to influence human behavior bear in mind certain considerations. Human behavior is affected by the reaction of a human being to his surroundings, his social and cultural environment, to other individuals and groups, and how he acquires his attitudes and opinions.

The study of human behavior and how it is influenced may be grouped into four general areas:

- Behavior of the individual (psychology).
- Behavior of the individual as a member of groups and the interaction within groups (sociology).
- Man as a social and cultural animal (cultural anthropology).
- Mass or public communication.

ATTITUDES AFFECT HUMAN BEHAVIOR

What are some of the significant discoveries of the psychologists, sociologists, and professional communicators?

Cutlip and Center report scientists have learned that the attitudes of individuals provide the raw material out of which public opinion develops, ebbs in and out of public debate, or erupts suddenly into a torrent of protests or revolution. Since public opinion draws its power from individuals, we n[illegible] consider individual attitudes when dealing w[illegible] issue.

Daniel Katz, autho[illegible] *Opinion and Propaganda,* believes tha[illegible] psychologically the acquired attitudes, experiences, and associations of an individual are the major influences on his behavior. Basically, the reason a person holds or alters his attitudes is related to the functions which the attitudes perform for him in enabling him to cope with the world as he sees it:

- They help him adjust to his government.
- They provide an ego defense–protect him from harsh reality.
- They are used as a value expression–the satisfactions of expressing his personal values and concept of himself.
- They provide a system of screening and cataloging stimuli and knowledge–they give structure and meaning to the universe.

Other scientific attitude research findings reported by Cutlip and Center include:

- Attitudes are accumulated from many places and sources.
- Attitudes remain latent until an issue arises for the group to which an individual belongs. A conflict then develops and attitudes are crystalized into opinions–pros and cons.
- The opinions expressed as a result of this confrontation are the sum of an individual's attitudes tempered by his degree of concern for group approval of his expressed opinions.

Attitudes have certain definable and measurable characteristics:

- Direction–an attitude is favorable or unfavorable.
- Degree–it may be very favorable, somewhat, or nearly neutral.
- Intensity or emotional content.
- Saliency or prominence in an individual's conscience. This influences an individual's comprehension and response to a stimulus. It is also referred to as the "threshold" of the individual's awareness.

Harwood Childs, *An Introduction to Public Opinion,* has grouped the factors that shape individual attitudes into two categories–primary and secondary.

- Primary factors are the things we read, hear, or see through our channels of communication: ideas, reports, news, symbols, actions. These are the active factors. How we perceive these primary factors is shaped to a large degree by the secondary factors.

- Secondary factors are the individual's environment. These factors include where an individual lives, his age, and his biological, physical, social, and psychological heritage. Secondary factors influencing individual attitudes are generally latent.

SECONDARY FACTORS

Before surveying the primary or communication elements of influencing individual attitudes and behavior it is essential that the basic scientific findings concerning the secondary or environmental factors be presented.

Stereotyping

To explain how an individual develops and holds attitudes concerning the world around him, Walter Lippmann conceived the theory of "pictures in our heads" or "stereotyping" process as reported in *Public Opinion*, published in 1922. According to Lippmann, it is not possible for an individual to be totally aware of all the bits and pieces of information about the world around him that he has accumulated in a lifetime. Neither is it possible for an individual to be aware of and respond to the vast number of stimuli bombarding the sense of sight, hearing, touch, feeling, or smell. Lippmann says the individual abstracts perceived and meaningful stimuli and builds a "picture in his head" of an individual, organization, thing, or function. Examples of these "pictures in our heads" would be the stereotype an individual holds of an American Navyman, a politician, a doctor, a member of the opposite sex, or a foreign country. These stereotypes are believed to be shortcuts to the perception and storing of matters of importance to the individual. Some advantages of this abstraction and stereotyping process are that it:

- Permits the individual to concentrate and direct attention.
- Makes possible learning, categorization, memory.
- Makes for economy of time and effort, which allows for perception of important stimuli.

Some disadvantages of the stereotyping process which public affairs people should be aware of are:

- The stereotyping process colors our perceptions.
- By stereotyping ethnic, social, racial, national, or occupations groups, the individual becomes blind to individual differences.

Lippmann believes that through abstraction and stereotyping processes we observe the world about us and unconsciously bend and shape our perceptions to fit the stereotypes or pictures in our heads.

In organizing and administering a public affairs program, you must be aware of the stereotypes with which you must deal since they are the foundations for individual attitudes. If attitudes toward the military are to be influenced, the individual's stereotype of the military must be influenced.

Individual Contact

Since an individual cannot and does not perceive all the stimuli that bombard the sense of sight, hearing, smell, and touch, is it possible to establish contact or liaison with the mind of an individual?

Lippman believes that three factors influence our cognizance of the world around us:

- Personality variables.
- Situational variables.
- Communication variables (the communications that are not asked for or wanted but force themselves on the individual's attention because of the situational variables).

Personality Variables

Cutlip and Center report that human personality has four primary determinants:

- Biology or heredity.
- Group membership, essentially one's environment.
- One's individual role in life–his age, social status, race, and sex.
- Situation–individual experience including all the accidental things which affect an individual.

BIOLOGY OR HEREDITY.–An individual's biological, physical, and psychological heritage are factors that no public affairs program can change or influence. However, these factors must be considered in any attempt to communicate with or persuade an individual. An individual's height, build, weight, color, conformance to natural standards, body chemistry, and the functions of an individual's glands and organs affect his status and participation in society. They are related directly to his ability to perceive and interpret the world around him, and must be considered to some degree in planning programs designed to communicate with, persuade, or influence the behavior of other members of society.

ENVIRONMENT.–Cutlip and Center suggest several major environmental factors, some related to the individual's background and others to his present situation. These include:

Culture.–The newborn finds an elaborate civilization waiting for him. A child fits into historic institutions and is molded by them. Individuals are grouped together to work, to study, to play, and to worship.

Family.–The family is the first molder of opinions and attitudes. No person can totally escape the strong, formative influences of the family. Most social organizations and institutions serve as reinforcing devices for what a child has learned in the family circle.

Religion.–One basic trait is shared by nearly all people–the belief in supernatural, universal power. Religion must always be considered in efforts to influence public opinion. This is especially true in overseas areas where a religious sect can sometimes regulate almost the total environment of an individual. In our own country an individual's religion can contribute to his attitudes and opinions on public issues, particularly social issues.

Schools.–Cutlip and Center believe a teacher's influence is infinite. This is true in a society where education and enlightenment are considered indispensable to freedom. Schools play a key role in shaping an individual's mental set–the screen upon which are cast the lights and shadows of what he reads, sees, or hears to form "the pictures in his head."

Economic Class.–The economic class in which an individual was reared and the economic class that the individual is in when you attempt to communicate with him are influential in the communication process and human perception. Current economic class determines to a large degree an individual's social orbit, access to mass communications, attitudes, and opinions.

Social Class.–Social class is determined largely by family background, education, occupation, home and neighborhood. One's position in society helps shape outlook, sources of information, opinions, and behavior. Another factor of increasing importance is the influence of an individual's race or religion on his social class.

ROLE IN LIFE.–The role an individual plays in the activities of the world around him can influence the communication process and his behavior. Age, sex, social status, class, race, and family ties are important in predicting or influencing human behavior and attitudes. Youth, young modern, middle age, and elderly are terms that naturally group the population in terms of certain activities and response to communication. Groups of women respond to communication that would not normally interest groups of men. Certain behavior is expected of men in the role of fathers, husbands, sons, or brothers. The same is true of women in their behavior as mothers, wives, daughters, or sisters. The degree to which the individual is involved in his role as a member of a group will also influence his participation in society, his attitudes and behavior. All of these factors must be considered and provided when planning and implementing a public affairs program. If you want to interest young men in joining a military service you would perhaps succeed better if you directed your communication through sports, automobiles, or contemporary "men's" publications. FM radio might be an ideal medium to communicate with the young modern intellectual, whereas a rock-and-roll AM station might be better suited to reach a less sophisticated audience.

Situational Variables

Situational variables affect human behavior through a combination of biological, economic, social, and random chance. This variable can be related to the fact that two brothers from essentially the same environment often turn out to be quite different in personality and behavior. The situation, accidental or planned, in which an individual is exposed to persuasive communication can also determine the outcome of the communication attempt. Men who have been deprived of food or other biological necessities will naturally be tuned in to communications that will help them relieve the tension of the physical or emotional drive or need. Individuals who are likely to be drafted in the near future might be more intensely interested in military news or recruiting efforts than a gentleman of 60, or even a young man who has fulfilled his military obligation.

Cutlip and Center believe different people will respond differently to the same social pressures and persuasions according to motivational predispositions to respond. These have been divided into PERSONAL MOTIVATION factors and GROUP MOTIVATION factors.

PERSONAL MOTIVATION.–Psychologists believe that all people have basic drives in common–self preservation, hunger, security, and sex. Basic emotional needs include a desire for affection, a desire for emotional security, and a desire for personal significance.

You should analyze the situations of individuals with whom you are attempting to communicate. Thus, you can determine the best situation to convey a particular message to influence attitudes or behavior. Whenever possible, communication should be directed at satisfying human drives and needs or in demonstrating how a particular type of behavior–buying a certain product, enlisting in service, voting in a specified manner–will benefit the individual.

GROUP MOTIVATION.–Communicators group key individuals whom they are attempting to reach into manageable groups or publics with a common interest or purpose. They also take into account the group to which an individual belongs. An individual is born into a culture where his activities are performed normally as a member of a group or groups. He learns to value these memberships because they satisfy his natural and learned desires or drives, but an individual must pay a price for belonging. That price is conformance to group standards and support of group activities and beliefs. Therefore individual behavior, attitudes, and opinions are influenced by association with groups. Individual behavior in a group is regulated by reward and punishment.

Influencing individuals is achieved often by communicating with them through their group association. Americans are natural "joiners" and the country is saturated with social, business, professional, hobby, and hundreds of other types of groups that meet regularly. Usually, programs of these groups are formalized to include guest speakers or demonstrators. When a public affairs office provides a guest speaker on a group's program it has a captive audience to listen to about 30 minutes of prime facts about a command's objectives and accomplishments. In addition, if the message is structured properly and appeals to the majority of a group's members or opinion leaders, the speaker's words will be reinforced by face-to-face communication.

Cutlip and Center believe that the study of group dynamics and the group structure of our society is essential to the public relations practitioner. Research by several prominent sociologists, as reported by Herbert I. Abelson in *Principles of Persuasion,* can be summarized as follows:

- A person's opinions and attitudes are strongly influenced by the groups to which he belongs and wants to belong.

- The person is rewarded for conforming to the standards of the group and is punished for deviating from them.

- People who are most attached to a group are probably the least influenced by communications which conflict with group norms. Public affairs personnel should keep this factor foremost in their minds when formulating programs designed to change opinions or attitudes of individuals. This is critical, especially when the individual's possible change in attitude would take place in front of or affect an individual's role in a group he values. It is extremely difficult to modify entrenched attitudes and opinions voiced at a neighborhood meeting of home-owners who live in the noisy runway path of a major jet air station. Nor is it an easy task to modify hostilities of community small business and real estate owners when a military installation is closed unexpectedly for economy reasons.

Communication Variables

By random chance or situation, an individual can become more aware of the world around him. Captive audiences who listen to a speaker or watch a motion picture not necessarily of their choice can be influenced by the communications that are forced on their attention. This principle is used by advertising agencies in designing ads that startle or lure an individual into exposure to a sales message. Radio stations are sometimes accused of increasing the volume or highlighting commercial messages with sirens, horns, whistles, or other methods that evoke attention of the listener. Propagandists sometimes disguise their message in another or in some form that will be consumed by the target individual and make him aware of information that had been rejected previously. People who have long periods of time to while away often will expose themselves to printed and electronic messages as a method of killing time or relieving boredom. Thus, random chance can place an individual in a position of exposure that influences his cognizance of the world around him.

PRIMARY FACTORS

The secondary or environmental factors which affect an individual's attitudes and behavior have been surveyed. What about the PRIMARY factors affecting attitudes and behavior? The primary factors are the things we read, hear, and see through communication, or experiences we undergo as our lives unfold.

Wilbar Schramm, a foremost expert in the theory and practice of communication, analyzes "How Communication Works" in his *The Process and Effects of Mass Communication.* This section contains some of his theories.

Communication is an effort to establish a commonness with someone. That is, the sharing of information, an idea, or an attitude. Communication requires at least three elements–the source, the message, and the destination.

- A SOURCE is usually an individual attempting to speak, draw, write, or gesture some meaning. A source can also be a communication organization such as a newspaper, TV station, motion picture studio, or a public communications agency.

- The MESSAGE may be ink, paper, sound waves, impulses of electric current, a gesture, symbol, or other signal that means something to one or more persons.

- The DESTINATION may be an individual, a group, or a mass audience which is tuned in to the source and is listening, watching, or reading the message as it is received.

Schramm compares the human communication process with something similar to a radio or TV circuit:

SOURCE → ENCODER → SIGNAL →
DECODER → DESTINATION

The source takes the information or feeling he wants to share and puts it into a form for transmission. The "pictures in our heads" of the world around us cannot travel directly from our brain to another brain unless they are encoded. They must be put into spoken words, written or printed symbols, electronic impulse symbols, or bodily motion for transmission.

If our messages are encoded into spoken words they cannot travel far unless they are boosted by an electronic medium. If they are coded into written words they travel more slowly than spoken words, but last longer. Once coded by the sender the message is generally free and beyond the power of the sender to change. A most important factor here is that the encoded message must be transmitted into a medium or channel to which the intended receiver is tuned or exposed. To complete the communication circuit, the message must be decoded and interpreted by a receiver. Hopefully, the picture placed in the head of the receiver will be the same as the sender originated.

Intervening Variables

In observing the human communication circuit, it is possible to predict how such a system will work or where it might fail. In electronic engineering terms, there may be filtering or distortion at any stage. If the SOURCE does not have clear information; if the MESSAGE is not encoded properly, accurately, and effectively in transmittable signals; if the SIGNALS are not transmitted quickly and accurately enough for the ENCODER to group them into meaningful communication; if the MESSAGE is not DECODED properly or if the DESTINATION is unable to handle the DECODED message to produce the desired response; if through natural or artificial means the transmittal of the message is stopped at any point in the circuit, the communication effort will fall short or fail. Like radio and television or telephone lines, the human communication system has a maximum capacity for handling information. Schramm believes that one of the great skills of communication is knowing how much capacity a communication channel can accommodate.

If the communicator believes that his audience may have difficulty understanding his communication, he can introduce different levels of redundancy deliberately; he can repeat, give examples and analogies, or slow down the rate of delivery.

In the communication process it is essential that the human receiver be able to understand a human sender. French, Russian, or Chinese messages transmitted to an individual or audience unacquainted with those languages cannot be decoded and the communication attempt is a failure. Anyone who has traveled or lived in an underdeveloped country of the world and at the time did not understand the language, is aware of the helplessness an individual can feel in trying to communicate with a native inhabitant who has never lived in modern society. An individual can decode a message only in terms of his experience. There must be common experience shared by the source and the destination for communication to take place.

Since we use symbols or signs instead of the actual object in most of our oral communication, the communication process depends somewhat on what an individual associates with a particular sign or symbol when he receives it in message form. The sign "dog," for instance, will not evoke the same response from two individuals. But if we are able to trigger with our message a "dog picture" into the mind of the intended receiver, we have a sign system or shorthand for communication. Language is the most universal human communication shorthand system.

It is obvious that individuals in the communication process must be able to transmit and receive a common shorthand. When an individual learns the signs of a particular communication shorthand he also learns certair responses with them. These responses are th meaning the signs have to the individual decoding them. They are learned from experience but are affected also by the situation, personality and group membership of the receiver. The situation, personality, and group membership of the receiver will determine to a large degree the response of the receiver.

Fire or other danger signals may cause you to run if you are alone in a building. If you are responsible for other peoples' safety and they are with you when you receive a danger signal, you may act differently. Your first reaction may be to disregard your personal safety to protect others and avoid panic. The code of a group to which you belong and its values may prevent you from taking certain other overt action that otherwise might be triggered by a received signal.

In effect, the communication process is really endless. The individual is engaged constantly in decoding signs from his environment, interpreting these signs, and encoding others. This communication process becomes two-way when an individual engages in constant communication, back and forth, with an individual audience. The communicator observes the response of the receiver, adjusts the rate of delivery, interprets or otherwise modifies messages in light of what he observes or hears from an audience. This return process is called "feedback." Feedback is important to the communication process because it provides an indication of how messages are being decoded by the intended audience.

The Effect of Communication

Schramm believes there is no such thing as a simple and easily predictable relationship between message content and effect. However, he does provide some of the conditions that will help the communicator predict success in communication:

- The message must be designed and delivered to gain the attention of the intended destination.

- The message must employ signs which refer to experience common to source and destination, so as to get the meaning across.

- The message must arouse personality needs in the destination and suggest some ways to meet those needs.

- The message must suggest a way to meet those needs which is appropriate to the group situation in which the destination (receiver) finds himself at the time when he is moved to make the desired response.

Schramm's conditions point out the importance that expert communicators place on finding out as much as possible about the intended destination of messages. "Know your audience is the first rule of practical mass communication." (Review Chapter 3 of *Journalist 3 & 2*.)

Schramm believes that there are two things that can be said in confidence about predicting communication effects:

- A message is much more likely to succeed if it fits the patterns of understandings, attitudes, values, and goals that a receiver has; or at least if it starts with this pattern and tries to reshape it slightly. Communication research men call this latter process "canalizing," meaning that the sender provides a channel to direct the already existing motives in the receiver. Since the human personality has evolved from the millions of communications and impressions the individual has been exposed to, it is difficult to assume that one message can reshape fundamentally the receiver's attitude or personality.

- Communication effects are the resultants of a number of forces, only one of which the communicator can really control. That is, the sender can shape his message and decide when and where to introduce it. But the message is only one of at least four important elements that determine what response will occur. The others are the situation in which the response, if any, must occur; the personality state of the receiver; and his group relationships and standards. It is dangerous to assume any simple and direct relationship between a message and its effect without knowing all the other elements in the process.

Nature of Mass Communication

The mass communication process is similar to the simple human communication process but the elements are not the same.

Schramm reports that the chief source in mass communication is a communication organization or an institutionalized person. A communication organization may be a newspaper, a broadcasting network, or a film studio. An individual listens to a loud and clear radio station in preference to a faint and fading one.

Other important characteristics of mass communication reported by Schramm are that:

- Unlike face-to-face communication with groups, mass communication receivers usually have very little contact with each other. The reader of a newspaper or listener of a broadcast station is an individual. However, Schramm also believes that the individual's connection with groups–family, occupation, friends–may provide the communicator the opportunity to feed ideas and information into small groups. Familiarity with certain types of mass communication is often a sign of status in a group.

- Mass communication performs a valuable social function by acting as decoder, interpreter, and encoder of society. By extending the reader's or listener's eyes and ears almost indefinite distances, and by multiplying individual voices and words, mass communication has taken over a large share of the responsibility for keeping social life going and helping society's members to participate therein.

- All the mass media provide a network of understanding without which a modern large community could not exist.

- The more specific results of mass communication on our lives and beliefs can be predicted only with caution. As indicated previously, the effect of the message alone cannot be predicted without knowing a great deal about the situation, the personality, and the group relationship in which the message is received and/or acted upon.

Communication Censorship

Members of our society act on the basis of what they know or what they think they know. Therefore, blocking off or denying them information at the source or at any point in the communication process can influence attitudes and behavior. This action is known as censorship.

Scholars and authors of public relations theory recognize two types of censorship: artificial and natural.

ARTIFICIAL.–Artificial censorship, the type most discussed among media representatives and the public, is invoked deliberately at the source or along the lines of communication. Individuals or agencies take it upon themselves to control the flow of communication on a specific subject or even on the affairs of an entire country. These censorship agencies are known as GATEKEEPERS. A gatekeeper in the communication system can range from the top executive of an organization to the individual who opens the morning mail–so long as that individual has some control over communication.

In the mass media, the gatekeepers are the newsmen, rewrite men, and particularly editors or news directors. In effect they determine not only what is said to the public, but how it is said, or if it is to be said at all. The attitudes and opinions of gatekeepers can have the same effect on mass communication as the secondary effects discussed earlier. Do not confuse this type of censorship with military censorship (field press censorship), which is for the purpose of national security. Military censorship is discussed later in this chapter.

The interpersonal relationship between Journalists (or military public affairs personnel in general) and the gatekeepers to the mass media can shape public opinion about an organization or command. Chapters 3 and 4 of *Journalist 3 & 2* discuss this relationship and how it can be enhanced on behalf of a military organization. Also, some supplementary material to these two chapters (Media Relations) is presented later in this chapter.

NATURAL.–Natural censorship is simply the physical, psychological, and semantic distance and difference that blocks communication. The deaf cannot hear, the blind cannot see, the mentally deficient cannot comprehend. Persons who live in the remote areas of the world which are cut off from much of the world's mass communication media can form rather prejudicial opinions about American citizens if their only communication with an American is a rude or offensive U.S. citizen. The fact that these individuals do not receive letters or newspapers containing your message, or do not have radio and television to listen to and watch, is natural censorship of what you are trying to communicate.

Communicating with Key Publics

Public affairs efforts to communicate essential information to the public through the mass media must always be based on the fact that the public is not one audience with one distinct attitude, channel of communication, motivation to act, etc. Ideally, we communicate with the individual who is the source of public opinion and group behavior. Since this is not possible, we must communicate primarily with a manageable number of key publics with the hopes of reaching and influencing the individuals affected directly by the problem and only secondarily with the world at large. The concept of the public being similar to the timid little cartoon character "John Q. Public," or of a crowd massed somewhere awaiting communication eagerly and reacting to a message immediately, should be avoided by the public affairs specialist.

Cutlip and Center believe that a host of forces and groups are constantly at work promoting changes in old opinions and creating new ones. The opinion process is never static. There are many competing programs which generate opinion change. These include:

- Programs of industry, labor, agriculture, government, education, social welfare agencies, and so forth.
- Political parties.
- News media.
- Pressure, professional, and interest groups.
- Propagandists for partisan causes.
- Churches.

You should not only be aware of these other generators of opinion change, but you should also consider their competition when planning to communicate with and persuade the public.

Two-Way Communication Factors

An Armed Forces public affairs program has the job of communicating with the key publics of its organization. Based on a survey of existing theory and principles of effective mass communication, some yardsticks have been compiled. The following guidelines can help a public affairs staff in its efforts to hurdle the obstacles to effective two-way communication between the command and the public:

- Any public affairs message should be part of a program based on sound objectives and good performance in the public interest.
- To be effective, the message must first reach the eyes and ears of the individuals of the intended audience.
- To reach the intended audience, the message must break through the walls of artificial or natural censorship. It must be prepared properly and directed toward the proper media.
- The message must be more than just seen and heard. It must be perceived.
- People tend to select the stimuli which they perceive. The communicator must be aware of the interests, personality, group membership and other pertinent data concerning the target individuals for the communication.
- The uninformed are hard to reach with any information.
- A message is more likely to be accepted if it appears to be consistent with audience beliefs.
- If a message is inconsistent with audience beliefs, it will:
  1. Be rejected.
  2. Be distorted to fit existing beliefs.
  3. Produce change.

- People do things for rewards. The communicator should show how a particular action leads to a goal they desire.

- Timing is important. The communicator should consider and avoid competition for attention and be aware of existing or projected needs of the audience.

- Placing an individual in a position where he must choose between two options may induce him to choose the action you desire (but you must show that this action is more attractive than the alternative; otherwise, your maneuver will backfire).

- Information received from a trusted and respected source is more likely to affect opinions than information received from a source of low prestige; e.g., announcements from the White House have more credibility than those from lower ranking or relatively unknown sources.

- Repetition is the surest way to increase learning.

SUMMARY

To summarize this survey of existing communication theory, public opinion has been defined as the sum of accumulated individual opinions on an issue in public debate which affect a group of people. A knowledge of human behavior patterns and attitude formation helps a public relations practitioner to communicate effectively. Attitudes have certain definable and measurable charactersitics such as direction, degree, intensity, and saliency. Factors that shape individual attitudes have been categorized as primary and secondary. Primary factors are the things we read, hear, see, or experience. Secondary factors are those which are a result of environment, i.e., age, biological, physical, social, and psychological heritage. Communication has been described in model form as a process in which there is a source, encoder, signal, decoder and destination. In order for communication to take place, source and receiver must share common experience. In public affairs you must be aware of the capabilities and limitations of the media, must know your publics and the principles that enhance effective communication.

PART TWO

ORGANIZATION OF DOD INFORMATION AGENCIES

Journalists cannot hope to do their jobs adequately without a thorough working knowledge of their organization and its mission. It is no longer sufficient for you to know only the organization, functions, and mission of your own ship, station, or command. You must understand the overall mission, functions, and organization of the Navy, the unified commands, something of the missions and organizations of the other military services, and the overall organization, functions, and mission of the Department of Defense.

Public affairs personnel are no longer serving in assignments related only to their own branch of service. More and more, important military actions are being accomplished by task forces composed of elements of two or more services. These military actions make national and international news. In such assignments you may find your public affairs office suddenly swamped by an international press corps. Overnight, you cease to be a public affairs specialist for one command of the Navy and become involved, not only for a multiservice force, but also for the Department of Defense and the Government of the United States.

This section reviews the organization of the Department of Defense, the Joint Chiefs of Staff, the military departments, the unified and specified commands, and the operating forces of the armed services which are not assigned to the unified or specified commands. It outlines the public affairs chain of command, which parallels command structure, and introduces you to the public affairs and internal information organization of the Department of Defense and military departments.

National Objectives and Policy

Basic to an understanding of the organization and functions of the Department of Defense is the necessity for you to first become familiar with national objectives and policy:

OBJECTIVES.–Primary national objectives include:

- To preserve our free, democratic, governmental institutions–to preserve our American way of life.
- To work toward peaceful solutions of international problems.
- To maintain a strong national economy.
- To gain respect and friendships among foreign nationalities.

POLICY.–Our national policy includes:

- Support of the United Nations.
- The maintenance of a strong military establishment for supporting national objectives.
- Support of our constitutional government.

Closely tied to our national objectives are our foreign policies:

- To deter or defeat aggression on any level, whether it be advanced by nuclear attack, limited war, subversion, or guerrilla tactics.
- To bring about a closer association of the more industrialized democracies of Western Europe, North America, and Asia in promoting the prosperity and security of the Free World.
- To help the less developed areas of the world carry through their revolution of modernization without sacrificing their independence or their pursuit of democracy.
- To assist in the gradual emergence of a genuine world community based on cooperation and law, through such organs as the United Nations, the World Court, the World Bank and Monetary Fund, and other global and regional institutions.
- To strive tirelessly to end the arms race and reduce the risk of war; to narrow the areas of conflict with the Communist bloc; and to continue to attain lasting peace.

MILITARY OBJECTIVES.–National military objectives are based upon clearly stated national objectives and policy. These objectives include:

- Employment of military establishment of the United States for the fundamental purpose of supporting the national objectives.
- Protection of the nation against threats to the nation's people, their laws, and their democratic and cultural institutions.
- Maintenance of a just world peace while preserving the integrity of other nations.

MILITARY POLICY.–Our military policy includes:

- The deterrence of war and maintenance of a just and lasting peace through strength and determination to defeat any aggression.
- The retention of a U.S. margin of military superiority at all levels of conflict, such as cold, limited, and general war.

DOD Functions

As prescribed by DOD INST. 5100.1, the Department of Defense maintains and employs armed forces to:

- Support and defend the Constitution of the United States against all enemies foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests.

- Uphold and advance the national policies and interests of the United States.

- Safeguard the internal security of the United States.

DOD Organization

The Department of Defense is headed by the Secretary of Defense. He is a member of the Cabinet and reports directly to the President of the United States, who, in accordance with Article II of the Constitution, is Commander in Chief of the Armed Forces. The Secretary of Defense is assisted in carrying out his responsibilities by a Deputy Secretary of Defense, several assistant secretaries of defense, and a General Counsel, plus a number of special assistants.

The National Security Act of 1947, as amended, states the intent of Congress to provide for the unified direction of the Armed Services under civilian control of the Secretary of Defense without merging the military departments or the armed services into a single service. Accordingly, the act provided that the Department of Defense should include "the three military departments of the Army, the Navy (including naval aviation and the United States Marine Corps), and the Air Force," each separately organized under its own Secretary. The Secretaries of the Navy, Army, and Air Force report to the Secretary of Defense. They are not members of the Cabinet.

The military departments have many functions, specified by law and directive. They include:

- Recruiting and training personnel

- Maintaining military bases

- Procurement of equipment

- Maintaining reserve forces

- Research and development in certain specified areas

Broadly speaking, the military departments are responsible for providing the men, equipment, and facilities which make up the Armed Forces. The three military departments, however, do not exercise operational control over the combat forces of the United States. This function is the responsibility of the Joint Chiefs of Staff (JCS).

PRINCIPAL MILITARY ADVISORS.–The Chief of Staff of the Army, the Chief of Staff of the Air Force, the Chief of Naval Operations, and a fourth four-star officer serving as Chairman, constitute the Joint Chiefs of Staff (JCS). When matters of concern to the Marine Corps are under consideration, the Commandant of the Marine Corps sits with the JCS and has status equal to that of the other members. The JCS are the principal military advisors to the President and the Secretary of Defense. Thus the JCS, as a body, are responsible to the Secretary of Defense; but each member, except the Chairman, is responsible for keeping the Secretary of his military department informed on matters considered or acted upon by the JCS.

The combat forces of the United States are organized into unified commands and specified commands. Strategic direction and operational control of the unified and specified commands rests with the President, as Commander in Chief, and is exercised by him through the Secretary of Defense and the JCS. In that manner, the JCS, acting as a committee, actually exercise military command of the combat forces.

UNIFIED COMMAND DEFINITION.–A unified command is a command with a broad, continuing mission and usually a specific geographic area of responsibility that is established by the President through the Secretary of Defense with the advice of the JCS. A unified command is composed of significant components of two or more services. In some cases, the components of one or more of these services, while being earmarked for assignment to the command under certain contingencies, may not continually be under its operational control. The unified commands, with the abbreviated title of the command and of the commander in parentheses, are:

- The Pacific Command (PACOM/CINCPAC)

- The Atlantic Command (LANTCOM/CINCLANT)
- The Southern Command (SOUTHCOM/CINCUSSOUTHCOM)
- The European Command (EUCOM/USCINCEUR)
- The Continental Air Defense Command (CONAD/CINCCONAD)
- The Strike Command (STRICOM/CINCSTRIKE)
- The Alaskan Command (ALCOM/CINCAL)

The Commander in Chief of a unified command may establish a subordinate unified command when authorized to do so by the JCS. The U.S. Military Assistance Command, Vietnam (USMACV), was a subordinate unified command (under a four-star Army general) established by and reporting directly to CINCPAC (A Navy four-star admiral). On occasions, direct communication was authorized between COMUSMACV and JCS with the intermediate headquarters (PACOM) being kept fully informed. The Navy's component commander of the Pacific Command is Commander in Chief Pacific Fleet (CINCPACFLT).

SPECIFIED COMMAND DEFINITION.–A specified command is similar to a unified command in that it is established by the President through the Secretary of Defense with the advice of the JCS. The difference lies in the fact that a specified command has a specific continuing mission, global in nature, and normally is composed of components from only one service. The Air Force's Strategic Air Command (SAC) is the only specified command.

It is important to avoid confusing U.S. unified and specified commands with combined commands; i.e., commands which consist of forces from more than one nation or treaty organization. Three U.S. unified commands form parts of such combined commands:

The U.S. European Command (EUCOM) together with member nations of NATO (North Atlantic Treaty Organization) form a combined command within NATO called Allied Command Europe. The commander of EUCOM, U.S. Commander in Chief Europe (CINCEUR), is also the commander Allied Command Europe. In his NATO military capacity, his title is Supreme Allied Commander Europe (SACEUR), and his headquarters is called Supreme Headquarters Allied Powers Europe (SHAPE).

The U.S. Atlantic Command, another unified command, joins other military forces of NATO member nations to form a combined command called Allied Command Atlantic. The admiral who commands the Atlantic Command (CINCLANT) also commands Allied Command Atlantic, another NATO command. In his NATO military capacity, his title is Supreme Allied Commander Atlantic (SACLANT). Allied Command Europe and Allied Command Atlantic operate at the same echelon of responsibility and authority within the NATO military structure.

The U.S. Continental Air Defense Command and forces from Canada make up a combined command called North American Air Defense Command (NORAD). The Commander in Chief Continental Air Defense Command (CINCCONAD) is also the Commander in Chief North American Air Defense Command (CINCNORAD).

For military operations and public affairs, these combined commands are responsible to international bodies and do not fall within the scope of this chapter.

The component commanders of unified or specified commands take their orders in operational matters from the commander in chief of that command, who receives his orders from the JCS.

The military departments (the Department of the Navy for instance), retain important responsibilities. They command forces of their own service that are not assigned to unified or specified commands. Thus, a ship in drydock in a west coast shipyard, or in a training status within CONUS, is under uni-service (Navy) chain of command for all purposes (administration, operations, and logistics). The same is true with most military bases and air stations within the United States.

The military departments also have administrative and certain logistic responsibilities for their own service forces that are assigned to unified commands. This arrangement establishes a second administrative and logistic channel within the structure of a unified and specified command. The organization chart in figure 2-1 diagrams this arrangement.

The commander in chief of the specified command could be shown in the same position as that of the unified command in this diagram, but he normally has components of only one service assigned, rather than the three components shown here.

PA Chain Parallels Command

The simplest description of the chain of command in the DOD public affairs field is: "Public affairs channels are identical to command channels, with the Assistant Secretary of Defense (Public Affairs) substituted for the Joint Chiefs of Staff." See figure 2-2.

For public affairs matters, the Assistant Secretary of Defense (Public Affairs)–ASD(PA)–is the principal staff assistant to the Secretary of Defense. He provides public affairs guidance to the service information chiefs (CHINFO, SAFOI, CINFO, and MARDIVINFO) through staff channels, or prepares such guidance for the Secretary of Defense for transmission to the service

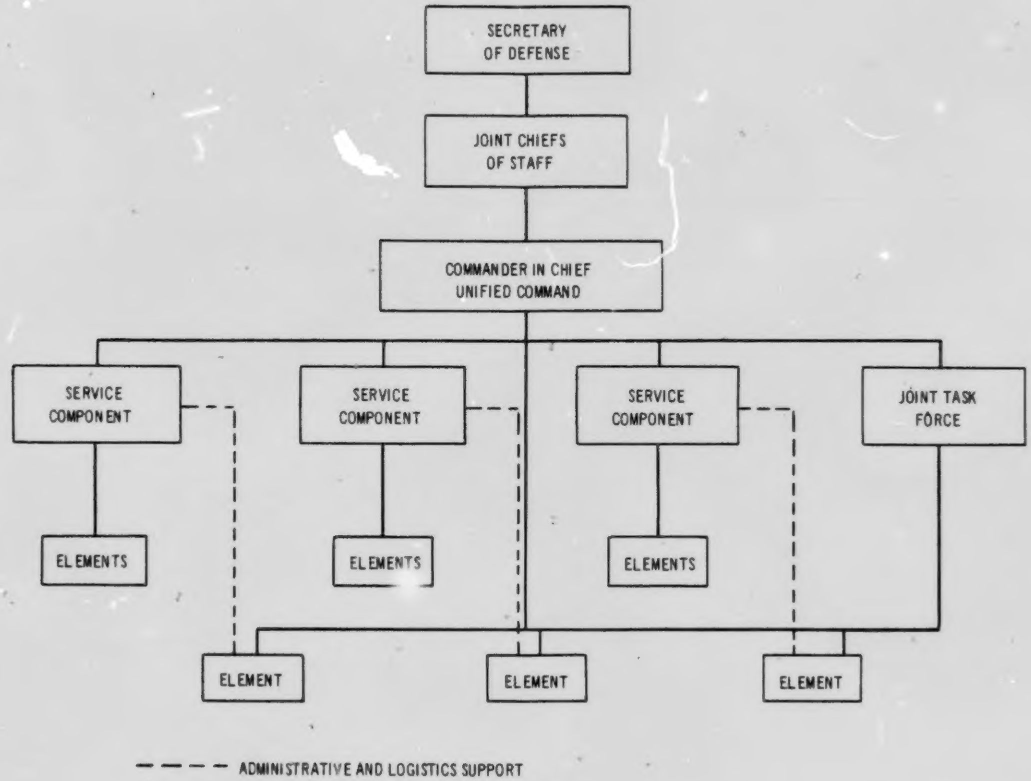
SECRETARY OF DEFENSE
JOINT CHIEFS OF STAFF
COMMANDER IN CHIEF UNIFIED COMMAND
SERVICE COMPONENT
SERVICE COMPONENT
SERVICE COMPONENT
JOINT TASK FORCE
ELEMENTS
ELEMENTS
ELEMENTS
ELEMENT
ELEMENT
ELEMENT
ADMINISTRATIVE AND LOGISTICS SUPPORT

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Figure 2-1.–Chain of command structure of a unified command combat team.

secretaries (Secretary of the Navy, etc.) through command channels.

For units that are assigned to unified and specified commands, public affairs guidance flows from the ASD(PA) directly to the commanders in chief of unified and specified commands, bypassing the service secretaries and their service information chiefs. This is analogous to the situation wherein operational orders flow directly from the JCS to unified and specified commanders, bypassing the service secretaries.

For example, if an Army unit in Europe were to receive a new weapon, or if there were a change in the makeup of the Navy or Air Force component of the U.S. European Command, public affairs guidance concerning an announcement of this fact would be issued by ASD(PA) to USCINCEUR, who would pass it on to the appropriate component commander.

Should a Seventh Fleet destroyer collide with a Soviet submarine in the Pacific, that fact would be reported operationally to CINCPACFLT (the Navy component commander of the unified command) who would report it as a matter of urgency to CINCPAC. The information would be passed immediately to the JCS through operational channels, and ASD(PA) would be informed by the JCS. Public affairs guidance, which would be coordinated with the State Department by ASD(PA), would be passed by ASD(PA) to CINCPAC, who would pass it on to CINCPACFLT. CHINFO, of course, would be consulted by ASD(PA) and would be informed of the guidance. He would be in close touch with ASD(PA) as long as the matter was of

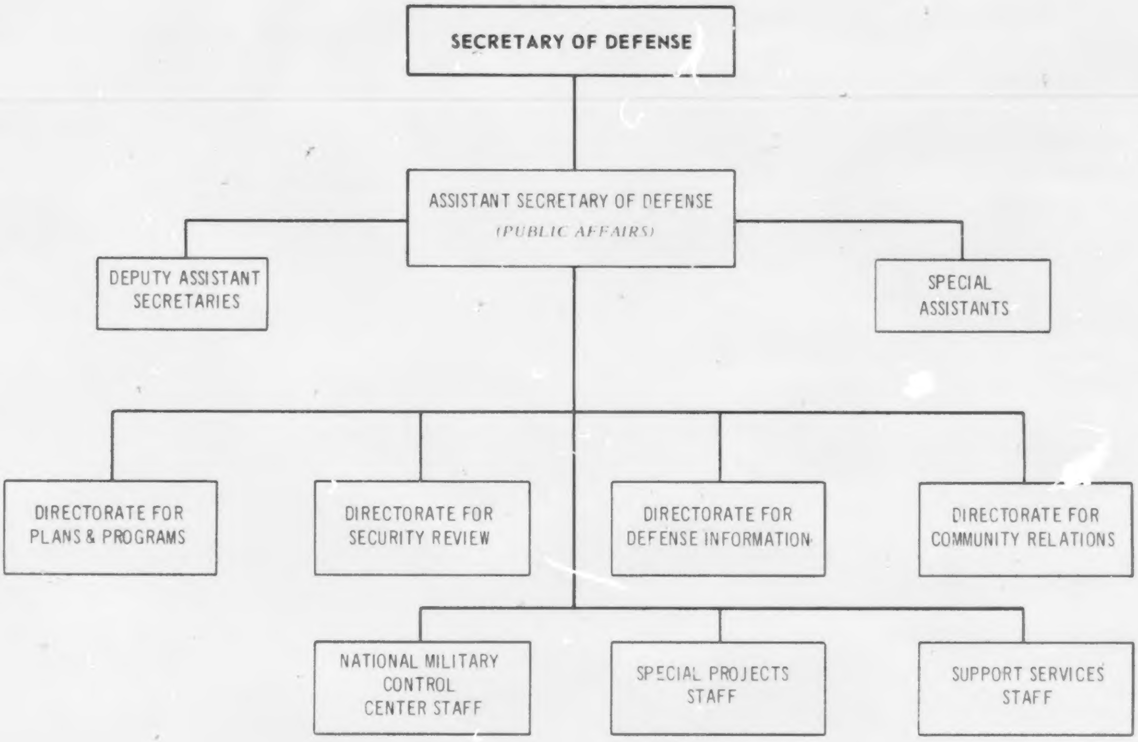
SECRETARY OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS)
DEPUTY ASSISTANT SECRETARIES
SPECIAL ASSISTANTS
DIRECTORATE FOR PLANS & PROGRAMS
DIRECTORATE FOR SECURITY REVIEW
DIRECTORATE FOR DEFENSE INFORMATION
DIRECTORATE FOR COMMUNITY RELATIONS
NATIONAL MILITARY CONTROL CENTER STAFF
SPECIAL PROJECTS STAFF
SUPPORT SERVICES STAFF

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Figure 2-2.–Organization of the Office of the Assistant Secretary of Defense (Public Affairs).

public interest, but he would not be directly in the chain of policy guidance. The news would be released by CINCPACFLT, CINCPAC, or ASD(PA), not by CHINFO.

INFORMING COMPONENT COMMANDS.–A service information chief may communicate directly with component commands of his service, but only on matters solely of interest to his individual service which do not affect the unified or specified command. If there were a change in the procedures for processing routine releases at the Fleet Home Town News Center, or if the Army were to institute a new career planning program for information officers, that information would be passed by the service chief of information directly to the component commander concerned.

For units that are not assigned to unified or specified commands, public affairs guidance flows from ASD(PA) directly to service secretaries. For example, CHINFO acts for the Secretary of the Navy and Chief of Naval Operations in providing this public affairs guidance to units of the naval service through established command channels.

Functions of OASD (PA)

Public Affairs Regulations outlines the functions of the Assistant Secretary of Defense (Public Affairs).

ASD (PA) DEFINED.–The Assistant Secretary of Defense (Public Affairs) is a civilian official appointed by the President and confirmed by the Senate. For honors purposes, he ranks with four-star officers.

He is assisted by two deputy assistant secretaries and a number of special assistants. His office is divided into four major divisions, called directorates, and four minor divisions, called staffs. (See figure 2-2.)

The directorates are:

- Plans and Programs, which provides policy guidance to the other divisions and prepares policy guidance for transmission by ASD(PA) to the military departments and the unified and specified commands.

- Security Review, which reviews proposed news releases, speeches, testimony prepared for presentation to Congress and intended for release to the public, and other defense information proposed for release.

- Defense Information, which receives and answers inquiries from the news media and processes material for release to the news media in Washington.

- Community Relations, which handles the department's relationships with national organizations, makes arrangements for speakers at events of national interest, and supervises military participation in special events of national interest.

The staffs currently (at the time of this writing) in the organization of the office of the ASD(PA) are:

- National Military Control Center Staff, which provides a public affairs duty officer in the NMCC on a 24-hour basis and maintains complete and current information on public affairs implications of current operational developments and plans.

- Special Projects Staff, which advises and assists the ASD(PA) in the formulation of policies and criteria, and receives, reviews, and evaluates studies, recommendations, and major problems referred to the ASD(PA) for decision.

- Support Services Staff, which provides personal assistance to the ASD(PA) and handles equipment planning and management, and exercises central administrative-management direction.

RELEASING MILITARY NEWS.–The Office of the Assistant Secretary of Defense (Public Affairs) is the sole agency for the release of military news at the Departmental level (or seat of the government level). This refers to military news of international, national and regional interest which originates within the Department of Defense, Department of the Navy, Department of the Army, Department of the Air Force, unified or specified commands, or other field commands.

Normally, the Directorate for Defense Information releases such news of national interest at the seat of government. It is not released by one of the service chiefs of information. The reason for seat of government releases being made solely by OASD(PA) is to provide a single point of contact for Pentagon news correspondents instead of having news releases issued at several different offices. On occasion, OASD(PA) may authorize a commander of a unified or specified command or a commander at a location outside of Washington, DC to release military news of national interest if the news is of primary interest in that area.

Similarly, the Community Relations Directorate is the sole point of coordination within the department for programs of national interest, and ASD(PA) is the only official authorized to coordinate public affairs matters with the White House, the State Department, or agencies of the Federal Government.

Commanders at a lower level, however, are not precluded from releasing news or conducting other public affairs activities of a local nature. The criteria for determining whether a matter should be referred to ASD(PA) or be handled on a local level are contained PA Regs.

Internal Information Organization

The Assistant Secretary of Defense (Manpower & Reserve Affairs) is also a civilian official appointed by the President and confirmed by the Senate. For honors purposes, he ranks with four-star officers.

As part of his overall functions, the ASD (M&RA) is responsible for the internal information program within the Armed Forces. The internal information program is directed at keeping the military and civilian personnel of the Defense Department and all components of the military establishment informed about military affairs. The title for this effort is the Armed Forces Information Program. To carry out this program, the ASD(M&RA) has within his organization an Office of Information for the Armed Forces (IAF). This office is diagramed in figure 2-3.

MISSION AND RESPONSIBILITIES.–The basic mission of the IAF is to provide:

1. An Armed Forces Information Program (AFIP), which is a function of command, so that U.S. military personnel:

- Comprehend the values of our Government and our national heritage.
- Understand the freedoms they are called upon to defend, or any ideologies inimical to the free institutions upon which the United States is founded.
- Are fully aware of the threat of communism.
- Realize the responsibilities and objectives of the individual military citizen.

This is accomplished through the use of all media of the Department of Defense and through the production and distribution of motion pictures, publications, posters, and support materials for American Forces newspapers, radio, and television stations which the military departments use in their respective internal information programs.

2. Continuous coverage of international, national, and local U.S. news; seat of government, military, and sports news; and special events, to U.S. military personnel overseas and afloat.

3. General radio and television program materials for use by American Forces Radio and Television stations representing the best from American networks and industry.

4. Policy and technical guidance governing Armed Forces newspapers, civilian enterprise publications, and American Forces Radio and Television outlets and networks.

5. For the evaluation of information materials for use in, and support of, the military departments' internal information programs.

6. Policy and operational guidance to all components of the Department of Defense to assure a free flow of information to military personnel.

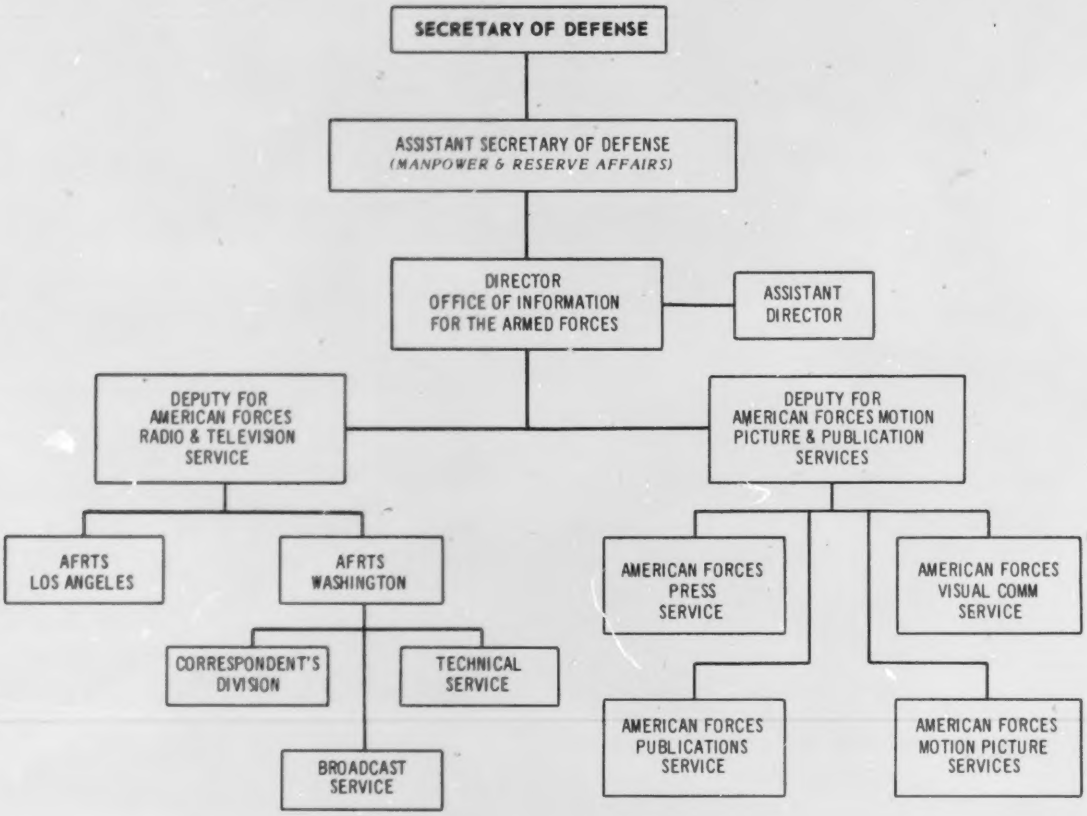
SECRETARY OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE (MANPOWER & RESERVE AFFAIRS)
DIRECTOR OFFICE OF INFORMATION FOR THE ARMED FORCES
ASSISTANT DIRECTOR
DEPUTY FOR AMERICAN FORCES RADIO & TELEVISION SERVICE
DEPUTY FOR AMERICAN FORCES MOTION PICTURE & PUBLICATION SERVICES
AFRTS LOS ANGELES
AFRTS WASHINGTON
CORRESPONDENT'S DIVISION
TECHNICAL SERVICE
BROADCAST SERVICE
AMERICAN FORCES PRESS SERVICE
AMERICAN FORCES VISUAL COMM SERVICE
AMERICAN FORCES PUBLICATIONS SERVICE
AMERICAN FORCES MOTION PICTURE SERVICES

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Figure 2-3.—Office of Information for the Armed Forces (IAF).

FUNCTIONS.—Under the direction, authority, and control of the ASD(M&RA), the Director, IAF, performs the following staff functions:

- Develops long-range plans supporting the objectives of the Armed Forces Information Program (AFIP).

- Develops and coordinates, in conjunction with the military departments, an AFIP for implementation by the services in such areas as democracy and communism, world affairs, forces for freedom (U.S. and friendly military forces), citizenship (including voting), orientation for overseas duty, the Code of Conduct, and personal affairs in support of the military departments' internal information programs.

- Provides for the review, assessment, and evaluation of the effectiveness of military departments' information programs and materials in areas for which IAF is responsible.

- Provides specific policy guidance to unified commanders for overseas unified command newspapers.

- Provides specific policy guidance through the military departments for the operation and support of American Forces Radio and Television networks and outlets.

- Provides policy guidance to military departments governing Armed Forces newspapers and civilian enterprise publications.

The Director, IAF, through his Deputy for American Forces Radio and Television Services and Deputy for American Forces Motion Picture and Publication Services, produces or procures materials to accomplish the above missions and responsibilities. Supervision, policy, and operational control is exercised over the following IAF operational activities:

- American Forces Motion Picture and Publication Services
- American Forces Press Service
- American Forces Radio and Television Service, Washington
- American Forces Radio and Television Service, Los Angeles

You were briefly introduced to the latter three of the above four activities in *JO 3 & 2*.

Technical assistance and advice to military newspapers and American Forces Radio and Television outlets and networks are provided, as is a continuous service of broad general and military news, sports, and current events.

Financial management, operational and program procedures of American Forces Radio and Television outlets and networks is reviewed and evaluated.

Contracts, agreements and clearances from American radio, television, and recording industries, unions, guilds, associations, producers, owners and/or sponsors are negotiated and obtained by IAF.

Scope of IAF Activities

IAF covers a wide range of programs and services:

MOPIC/PUBLICATION SERVICE.—The elements under the Deputy for American Forces Motion Picture and Publications Services produce informational films intended for use within the Armed Forces, publications such as information pamphlets, and other information materials. They also provide poster, graphic, photographic, mat, multilith, mimeograph, and other services to military newspaper editors.

The motion picture service includes the annual production of about 32 feature films with 24,000 prints distributed to 12.5 million personnel with over 103,000 showings. This office works with commercial film companies such as MGM and Warner Brothers in the production of films. Major emphasis of the Motion Picture Service centers on American heritage and government, communism, national policies, and U.S. forces in action.

The Publication Service produces annually approximately 8 1/2 million copies of 70 new publications and 500,000 copies of five posters. About 40 pamphlets and posters are reprinted annually totaling over 1 million copies. The publications and posters support the IAF mission areas.

The Press Service provides annually 1,500 military newspapers world-wide with 24,800 printed copies of the *Armed Forces Press File* (discussed in *JO 3&2*); 127,660 letterpress mats; and 62,920 stencils.

In addition, 11,000,000 copies of *Commanders Digest* have been distributed annually to key Defense officials and down to unit commanders. This publication is printed weekly and contains official information and news from the seat of government.

AFRT SERVICES.—The scope of activities provided by the American Forces Radio and Television Service is detailed in chapter 11 of this manual.

CONCLUSION

Public affairs and internal information functions are organized somewhat differently in the various military Services. This section has discussed Armed Forces public affairs organization from the DOD level down to the service department level (Navy Department level as far as you are concerned).

It would now be a good idea to go back and review chapter 2 of *Journalist 3 & 2* which outlines Navy public affairs organization from CHINFO down to the individual Navy command level.

PART THREE

PLANNING A NAVY PUBLIC AFFAIRS PROGRAM

An effective public affairs staff or office prepares for action in emergencies, accidents, or unexpected events. That involves making decisions ahead of time, preparing written policy and guidance ranging from a simple standing operating procedure for handling a distinguished visitor to a complex and coordinated plan for handling public information for a nuclear weapon accident. As a senior Journalist, you are responsible for instructing your subordinates in advance on their responsibilities in event of emergencies.

Public affairs is a field in which it is hard to be a complete success or a complete failure. Almost any public affairs officer or Journalist does the Navy a certain amount of good, but few do as much good as they might. Any public affairs job you've ever done could have been done better with a little more forethought, better planning, a little more imagination, and a bit more effort. The purpose of this section is to help you organize and plan your public affairs activities in order to get the most out of the limited time, materials, and talent you have at your disposal.

There are two major types of public affairs programs. The first is known as the remedial or "fire-fighting" program. The public affairs staff devotes the majority of its time and efforts to putting out all the little and big "fires" that take place because of the lack of an effective program. Generally it is intuitive and haphazard. This negative approach to public affairs is ultimately more costly and less effective than its opposite–the PLANNED or PREVENTIVE approach.

A planned or preventive public affairs program is based on facts essential to its effectiveness, has objectives, is carefully planned to avoid the obvious problems, is directed toward the desired objectives and can be modified or changed to adapt to the climate of the organization's publics.

With an organized approach to public affairs problem solving, many potential problems are avoided and those that do occur are often solved or alleviated before they reach the critical point.

In the Navy, the mission and limited resources available dictate that public affairs programs be of the planned, preventive type. With a smooth running, integrated public affairs program operating for a command, the commander and the public affairs staff have the opportunity to achieve public affairs objectives that would not be possible if they were wasting their time and resources on putting out "fires" in the command's public, internal, and community relations programs.

One of the objectives of public affairs training at the Defense Information School is to teach you how to think in terms of a planned or preventive approach to public affairs. You are not taught what to think, but more important, how to think in terms of a planned public affairs program.

Without plans and objectives, public affairs becomes sheer publicity. Instead of being a tool of public relations, publicity output becomes an end in itself. And because this publicity is unplanned, it is likely to be uneven and oftentimes directed by self-seeking individuals outside the line of responsibility for the program. It will miss a number of important areas of the command and probably concentrate too much on others. It will probably saturate the obvious media and ignore a lot of good outlets. At best, coverage will be inefficient and sloppy. At worst, it may emphasize all the wrong things, ignore the important ones, and in the long run it may even damage you, the command, the Navy, and the military services as a whole.

The Role of Planning

What good is planning? To start with, it requires you to decide what you're trying to accomplish. This examination of objectives necessitates a bit of clear thinking at almost every level in the organization. Planning requires fact-finding. Since this is the point where a professional public affairs program should begin, it is apparent that getting into the habit of planning is a good idea.

Planning requires clearly defined objectives. Once objectives are decided, efforts should be directed toward some definite accomplishments. This again is a marked improvement over the aimless mode of operating without a plan.

No military commander at any echelon, high or low, goes into any operation without a plan. It may not be an elaborate document with a dozen annexes and twice as many charts, but as a minimum it describes the general situation, tells what his mission is, lists his forces, and tells how that mission will be accomplished. It provides a systematic, well thought out solution to the problem his organization faces. Virtually every aspect of military operations and administration is susceptible to this planning process, and it is a mistake to think that public affairs is exempt from planning.

The Four-Step PA Cycle

The process of preparing and organizing a public affairs program consists of four basic steps. This has been labeled the FOUR-STEP PUBLIC AFFAIRS CYCLE.

It is not essential that all public affairs programs be approached with a full-blown planning cycle prepared in a detailed plan or document. But whether the four-step public affairs cycle is committed to paper or not, each of the following steps should be carried out systematically:

- Fact-finding
- Planning
- Communicating
- Evaluating

FACT-FINDING.–Facts are the basic elements of public affairs; it is natural that you should begin with a systematic search for them. There are two basic categories of facts needed:

1. Facts about your command, and
2. Facts about the publics with whom you are trying to communicate.

You can't "sell" the public on concepts such as the importance of seapower and a modern Navy if you don't know something about them yourself. A Journalist, particularly a senior one, must be well informed about the Navy. You should know its history, its mission, and its capabilities. A knowledge of naval history is a qualification for JO3, so we'll assume you are already up to par in this respect. But just because you've made JO2 is no reason to stop learning about the Navy. Frequent your ship or station library. Read all you can about our Navy, how it got started, what it's done, and what its mission is today. Read all the Navy publications you can get your hands on–*All Hands* magazine, *Naval Aviation News, Direction* magazine, *Campus* magazine and other periodicals and pamphlets put out by bureaus and commands up and down the line. Make a habit of reading magazines and newspapers that specialize in Navy and general Armed Forces news, such as *Navy Times* and *Naval Institute Proceedings*.

But this is only part of the job. You are not only informing the public about the Navy in general but you are very much concerned with telling the story of your own command. To do this, obviously you have to know a lot about the command. Start with a history. There probably is a fair history of your ship or station on file. If there isn't, initiate an official request from the command to the Naval History Division in Washington, DC. In either case, you will probably find that you now have to bring the history up to date.

Now look around you. What is there about this outfit that is particularly significant? Look at the organization from the civilian's point of view. What is there about it that would interest you if you weren't so familiar with the Navy?

You will be surprised how much you can find out about a supposedly fairly glamourless ship or station this way. Some of it you will remember. Some you'll want to put down in a fact file. And remember that fact-finding is a continuing process. It is never finished, so keep adding to your store of information about the Navy and your command. This knowledge is the foundation of an organized public affairs program.

The second area of fact-finding is your publics. Since a military command has numerous specific publics, you will encounter a wide variety of public relationships that already exist when you are assigned to an organization. It is important that these publics be thought of in the plural, as individual and different audiences which require individual consideration when planning public affairs efforts.

There is no one "correct" way to analyze the publics of the Navy or of your own command, because every public can be broken down into several sub-publics, and there's no rule about how far you should carry the process. The important thing is that you give the concept some thought and remember that all these different publics exist.

Who are some of these publics? A ship has two major groups of publics–external and internal. The external publics include the people of the ports visited, the mass media who report the ship's activities, the congressional public that legislates the funds to operate the ship, friends and acquaintances of the ship's crew, the industrial and business organizations who service the ship when it is in port, and so forth. When a ship moves overseas, she accumulates another external public–the host nation and its citizens.

The other group of publics are the ship's crewmembers and their dependents. This is a very important public. They are affected uniquely by the ship's operations, the skipper's policies, and the general state of morale aboard.

This question of publics is not just an academic analysis. The neighbors of a naval air station are affected by the air station and the Navy in a very particular way. To them the Navy may mean chiefly noise and hazard. The station's civilian employees, to whom the installation also may mean these things, think of the Navy as a means of livelihood, as well. The aviators' wives look on the hazards a good deal differently from the way either of the other groups does. The neighbors of a naval training center, like the huge installations at San Diego and Orlando, are affected by these bases in still other ways. These different relationships color the attitudes of the members of these special publics toward the Navy and their opinions on issues concerning the Navy. For this reason, it is important that you always think in terms of publics, never in terms of "the general public," a concept that is hard to visualize and, for the practical purposes of communication, probably doesn't even exist.

PLANNING.–The first step in planning is to establish public affairs objectives. You will find the Navy's basic public affairs objectives listed in *PA Regs.* The overall Department of Defense Public Affairs objectives are listed at the beginning of this chapter. You should learn these objectives and keep them in mind whenever you are working on a public affairs project. Try to relate every public affairs project to at least one of these objectives.

The "big picture" or broad PA objectives of the Navy may not exactly fit the public affairs needs of the subordinate command. Just as the mission of your command is a lot more limited than the mission of the Navy, you may find that you need more limited, specific public affairs objectives to fit the needs and capabilities of your ship or station. Local command objectives are not a substitute for the Navy's basic public affairs objectives but rather a specific application of one or more of the main objectives which are particularly meaningful in your own situation.

In selecting local public affairs program objectives, you should consider such things as:

- The public affairs needs of the command, as demonstrated by fact-finding about the command and its publics with particular emphasis on the command's concept of public affairs.

- The special capabilities of the command to support one or more of the Navy's basic objectives.

- The available resources: time, personal talents, public facilities, and funds available to do the job.

For instance, take a naval air station being expanded to better support the Fleet, and operating both long-range reconnaissance aircraft and carrier-type jet aircraft which have to fly over a fairly populous resort community. Consider what its public affairs problems would be. What type of public affairs program will help the people of this community understand why the base must be there? How does the command gain their understanding and support? What are the potential problem areas? What element of the local mission will result occasionally in national or international PA problems?

Turn now to the public affairs objectives of the Navy as stated in *PA Regs.* Do you see two or three that particularly fit this situation? Are there any which, if fully achieved, would solve your specific public affairs problem? Pick these out and try restating them in specific terms based on the situation as we have visualized it. What you have now is a statement of the three or four major public affairs objectives of your command.

But take another look. How many of these can you really achieve? Have you bitten off too much? Stop to consider the number and quality of the public affairs personnel you are likely to have at this base, the unavoidable things that will come up and probably occupy about half your time, and the limited facilities the public affairs staff at such a base would have at its disposal. In almost any situation, you can set up at least twice as many worthwhile goals as you'll ever come near achieving. So start narrowing the field down to the most practical goals. Probably at most one or two good, important, practical, and attainable long range public affairs objectives will emerge, each of which constitutes a theme you should concentrate on in your program.

Now take each of these themes and formulate two or three projects that will dramatize it or sub-themes that will contribute toward achieving the long range objectives. As you can see, you are well on the way toward developing specific, short-range public affairs objectives, based on and supporting the long range objectives of the command.

Turn now to your own ship, station, or command and go through the same process. Ask yourself the same questions we just asked about this imaginary NAS, and see if you can come up with one or two really practical and worthwhile long-range PA objectives for your command and some short-range objectives and programs to support them.

In general, the actual "putting a PA plan on paper" takes on four forms:

- The first of these is the broad public affairs directive that puts the officer in command's personal support behind the PA program, states broad command objectives, and sets forth specific procedures for releasing information and the conduct of community and internal relations.

- The second form is the plan or directive that sets up a special event such as a commissioning, a ship's visit, open house, an air show, and news coverage of special projects such as space vehicle recoveries, Sealab experiments, and so forth.

- The third form is an adverse incident plan dealing with "bad news" situations such as the Pueblo Court of Inquiry, loss of an atomic weapon, oil spills at sea, a missing submarine, and accidents and disasters (ship's explosions at sea, etc.).

- The fourth type of public affairs plan is the public affairs annex to an operation plan or operation order. This is a detailed directive that states just how public affairs will be handled on a major exercise.

These directives contain a lot of administrative and operational information as well as public affairs instructions. They will usually be written in cooperation with representatives of two or three departments. Public affairs plans may contain several appendixes, outlining such matters as establishing a command information bureau, schedule of events, history, program highlights, guest accommodations, and so forth. Most public affairs plans, especially regarding a special event, contain an adverse incident appendix, specifying the procedure and format for releasing information when the news is adverse.

As a senior Journalist, you may write part of such plans or prepare the first draft. In the case of special events, you may be called upon to prepare the entire directive.

The format and examples of various public affairs plans are covered in the next chapter of this training manual.

COMMUNICATION.–The next step in the four-step public affairs cycle is communicating with your publics. This is the part with which you are the most familiar. Most of the remaining chapters in this manual are devoted to further communication techniques. One point, however, is worth mentioning here. Little is gained by fact-finding and planning if your message never gets delivered to the people you want to inform. The measure of your success, as you know only too well, is not how much news you release, but rather how much of your output is actually used by the news media that reach your particular publics. This fact points to the importance of selecting the right media or publics for your message, and of preparing your message with the professional skill required to induce these media to use it.

You won't have any trouble getting rid of really hot news, particularly if it is bad news, no matter how poorly it is prepared. But most of your news is not earth-shaking. Most of your releases are stories that the Navy wants publicized, stories and special events that emphasize the themes you established in your selection of public affairs objectives.

EVALUATING.–Evaluation is just more fact-finding. It's looking at the job while you are doing it, and after it is done, it is seeing what you did right, what you did wrong, and what, if anything, you accomplished. The formal and informal evaluation of public affairs programs is essential to their continued effectiveness.

Formal evaluation would include a "lessons learned" analysis of each step taken in a specific program. It might include formal public opinion polls, newspaper clipping service, and depth interviews with key members of the public and in civilian industry.

Informal evaluation might incude simply asking the opinions of senior officers and other staff members of the command on the effectiveness of the program. Trends in complaints, publicity, relationships in the community, and public affairs crisis occurrences also are informal indications of a PA program's success.

Any big special event or exercise is likely followed with a report such as one of those described in *PA Regs*. But even if a report isn't required by a senior in the chain of command regarding a particular type of program, it is a good administrative practice to make up one. This is not just to make extra paper work or to write a letter topside saying "See what a good job we did in PA." A lot of these reports won't go any further than your own files, but they'll tell what the problem was, what was done to solve it, and how the job could have been improved. (See appendix IV of this manual.) Almost every problem in the Navy will occur again, and the first question most commanding officers and public affairs officers will ask is, "How did we handle it before?"

On the basis of continual evaluation, you should overhaul your long and short range objectives occasionally. If not, the planning process can't be carried out in the neatly divided steps indicated here. In a busy office you will find yourself doing most of these things simultaneously, planning one project while carrying out another; meanwhile the jobs of fact-finding and evaluation go on all the time.

Making It Work

The four-step formula just discussed is not a lot of theory to be read and forgotten. It is a practical, logical approach to nearly every public affairs problem you will encounter as a senior Journalist–ashore or afloat, overseas or at home. In later chapters, you'll see how it can be applied to the problems of community relations and special events (chapter 4), adverse news situations (chapter 6), and fleet exercises (chapter 7).

Almost any JO's job is just what he makes it. Journalists often are assigned to ships and stations where they are supervised by collateral duty public affairs officers who will depend more heavily than a full-time PAO on the JO's talents and ability. Under these circumstances, it is up to the senior Journalist to take a little initiative, assume some responsibility, and build up a public affairs program for the command–always with the PAO's knowledge and approval of what you are doing, of course. Once you get going, you'll find your job offers so many challenges and so many opportunities that you will have a hard time doing a tenth of the things that occur to you.

Occupational Standards for JO1 state that you should be able to prepare a public affairs program for a ship or small shore station, and also administer this program. This is the time when you need organization, planning, and clear-cut objectives. Write them down. Keep them where you can see them and use them as a basis for your planning. This single device will help you, more than any other, to decide what to do next and how to do it in this fact-finding job of yours: telling the Navy story. The following chapter describes your job as office manager or administrative assistant to the public affairs officer.

PUBLIC AFFAIRS OVERSEAS AND AFLOAT

Within the United States, military public affairs personnel are engaged in explaining the activities of their service to the taxpayer who supports the Armed Forces. Overseas, the job becomes more complex and the audience widens. The organization may be somewhat different, and the impact of public affairs on the mission of the command is often much more direct.

There are several important differences between public affairs work at home and the same kind of assignment abroad:

- The audience is different. At home, the domestic audience is normally considered the only audience. International news is released several echelons up the line. Overseas, everything the public affairs office does or says has an international impact, and even news releases intended entirely for U.S. consumption may find their way into the international press.

- Coordination channels may be different. A command may be part of an international organization, or public affairs actions may have to be coordinated with the American Ambassador and perhaps also with a unified or joint command.

- Internal information assumes a larger role. Because there are usually fewer commercial news channels (English-speaking) open to military personnel overseas than at home, the Armed Forces have a greater obligation to provide general news coverage in addition to normal internal information materials. Thus, outside the United States, you often become involved in such activities as news broadcasting (American Forces Radio/TV), theater-wide newspaper such as *Stars and Stripes* or daily newspapers prepared both at sea and when the ship is in a foreign port where English-speaking newspapers aren't available.

- Objectives change. At home, PA personnel are concerned with supporting the objectives of the Department of Defense and their individual service. Overseas, you automatically become deeply involved in projecting a favorable image of the United States.

This section discusses the ways these differences affect the conduct of a military public affairs program outside the United States.

DIFFERENCES IN ORGANIZATION

Most stateside public affairs staffs are concerned primarily with their own command or particular branch of military service. Overseas, you will find that an international organization often is superimposed on the organizational structure of U.S. forces. In much of the European area, it is the North Atlantic Treaty Organization; in Korea, it is the United Nations Command. In other areas you may be working jointly with the host nation forces. In any overseas area, your command will be attached to a U.S. unified command.

Overseas, public affairs personnel can no longer afford the luxury of thinking only Navy (or Army or Air Force or Marine Corps). You must think American. Joint manning of high level staffs is becoming more and more common. You must know not only the organization and mission of the Navy in the theater of operations, but also of other military services in the area. Some knowledge of the organization of the allied forces in the theater and U.S. forces public affairs channels is required, too.

Overseas, public affairs offices are manned with more people than a similar office in the United States. Most have a civilian who is proficient in the local language. The community relations section of the office is larger. Major headquarters' public affairs officers and senior public affairs enlisted personnel are often station managers of a radio station, television station, or radio/TV network, operating as part of the American Forces Radio and Television (AFRT) system. (See chapter 11 of this manual.) The Pacific and European commands are responsible for the Pacific Edition and European Edition of the *Stars and Stripes* newspaper, respectively. Public affairs personnel may be assigned directly to *Stars and Stripes* or to a radio or television station within AFRT.

The Country Team

In foreign countries where we have ambassadorial representation, the U.S. Ambassador is the senior U.S. official. He is the personal representative of the President and is responsible for everything in the country concerning American civilians and Armed Forces, except for the actual employment of operational military forces. The community relations effort, public information program, and even the internal information program must be coordinated with the embassy.

The Ambassador's top group of advisors on United States problems with a foreign country is called the COUNTRY TEAM. This team is composed of the senior member of each major U.S. government component in the country. The country team assists the Ambassador in the formulation of policy on various vital areas of American interest, such as military, economic, and political problems. The country team meets as often as necessary to review and update current United States problems and policy.

Figure 2-4 diagrams a typical country team organization. The Ambassador is the leader of the team which consists of the chief of the Military Assistance Advisory Group (MAAG), the commander of the U.S. military forces, the deputy ambassador, the director of the U.S. operations mission of the Agency for International Development (AID), the director of the United States Information Service (the PAO), and the directors of other U.S. agencies represented in the country. The council may be enlarged at the discretion of the Ambassador.

The existence of the country team assures that each agency of the American government within a country takes part in decision making, and that the activities of each unit are coordinated with the other agencies. It also helps each agency to speak on American policy with a common voice. Often a member of the team will bring his public affairs officer to the meetings as an observer so that he is aware of the problem areas.

The top public affairs officer at an American Embassy is the minister for public affairs (in most cases he is also the USIS Director). He has sections under him concerned with media relations and cultural affairs, and may operate branch public affairs offices in major cities of the country other than the capitol. These branch public affairs offices normally are located at American consulates.

The agency of the U.S. Government in Washington, DC charged with the conduct of the American information effort overseas is the U.S. Information Agency (USIA). The country team PAO and his subordinates are the overseas arm of USIA. They constitute the U.S. Information Service (USIS).

Defense and naval attaches are members of an ambassador's staff and are responsible for matters concerning the Department of Defense and the Department of the Navy, respectively. The naval attache is the Embassy contact point for Navy personnel and commands. However, close cooperation by U.S. Navy representatives with USIS overseas is desired, in order to ensure more effective expression of foreign policy and a better recognition of the naval service in national defense.

When U.S. forces visit countries in which U.S. forces are not normally stationed (as in ship visits, international exercises, or disaster operations), USIS provides a point of contact for coordination of the military public affairs effort with the Embassy. USIS personnel often have been stationed in a country for many years. They know the culture, customs, traditions, and taboos of the local populace. They are familiar with the local officials and community leaders. Military public affairs personnel can make good use of the storehouse of USIS experience.

Study of Countries A Must in International PA

The DINFOS International Relations and Government Department (IRG) spends several classroom hours stressing the importance of gaining all the knowledge you can about a host country. Public affairs personnel often fail to realize the significance of certain aspects of the

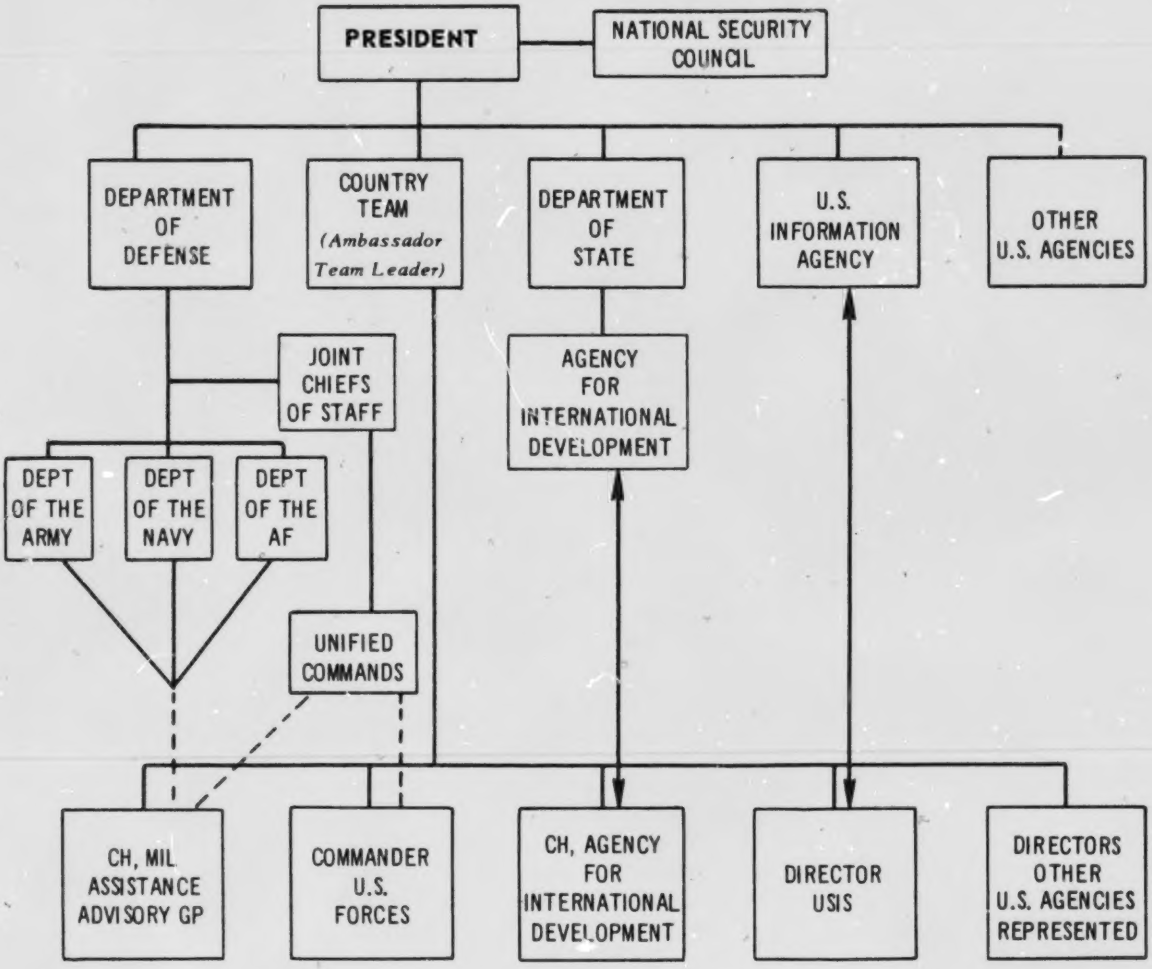

PRESIDENT
NATIONAL SECURITY COUNCIL
DEPARTMENT OF DEFENSE
COUNTRY TEAM (Ambassador Team Leader)
DEPARTMENT OF STATE
U.S. INFORMATION AGENCY
OTHER U.S. AGENCIES
JOINT CHIEFS OF STAFF
AGENCY FOR INTERNATIONAL DEVELOPMENT
DEPT OF THE ARMY
DEPT OF THE NAVY
DEPT OF THE AF
UNIFIED COMMANDS
CH, MIL ASSISTANCE ADVISORY GP
COMMANDER U.S. FORCES
CH, AGENCY FOR INTERNATIONAL DEVELOPMENT
DIRECTOR USIS
DIRECTORS OTHER U.S. AGENCIES REPRESENTED
174.5

Figure 2-4.–Major U.S. elements of a "country team."

country in which they are stationed. A country's geography, its history, and its cultural heritage are often neglected. An appreciation of the beliefs, attitudes, and sensitive areas of local culture can frequently prevent the kinds of accidental, unintentional insults which can strain relations between the United States and a host country.

Today, the President and other leaders are emphasizing more and more the importance of greater understanding between nations and peoples as a path to peace. Differences of opinion between people are caused by lack of knowledge, misunderstanding, or misinformation about each other. The changes of misunderstanding between the military and people of foreign countries are great. A common pitfall is to regard people in overseas areas as simply another, somewhat different, version of the folks back home, and to apply U.S. views and standards to them.

The past few years have yielded the "area studies" approach to the study of foreign countries. Through this approach, various facets of a country, such as geography, society, history, economy, and government are examined. By looking at a country from many different sides, one can begin to understand the country as a whole.

Much material has been published by both DOD and the State Department in recent years, covering most of the countries and areas of the world. Books, pamphlets, newspapers, and periodicals provide a rich abundance of information. Much of this material, however, is not immediately available to public affairs people, and some of it is out of date. A bit of digging is needed to locate some of the information, but perserverance and some basic research can yield much useful material.

A good place to start is the local ship or station library. Most local libraries have sets of encyclopedias which provide brief articles on most countries of the world. Books on specialized areas are also often available. Normally, despite political and economic changes, basic geography, history, and sociology remain relatively unchanged. Thus, outdated material often retains some value.

Many U.S. government agencies publish area orientations for American personnel assigned overseas. "Background Notes," a series of short articles published by the U.S. Department of State, provides concise, up-to-date information. The DOD publishes various area guides, such as the well-known "Pocket Guide" series. Also, DOD publishes "Capsule Facts for The Armed Forces," which is adapted from U.S. Department of State "Background Notes." Capsule Facts gives a brief run-down on a particular nation's people, history, government, geography, political conditions, economy, foreign relations, principal government officials, and also a survey of our foreign policy toward that nation.

There are numerous other sources of information. Newspapers and periodicals often carry readable articles on selected countries. Persistent research can provide enough information for you to gain a basic familiarity with the area to which you are assigned.

There is no clear road to the understanding of a foreign culture. Research of written material, coupled with individual experience, can lead to positive public affairs in a foreign country.

Internal Information

The internal information activities of the command take on a greater importance overseas, or when a ship is about to make a good will visit to a foreign port. The overseas community relations and public information programs are not effective without support and understanding by your internal publics. Therefore, public affairs personnel must ensure that the servicemen of the command are fully informed about their mission, activities, and current events.

Before leaving the United States, the serviceman usually is given an orientation of the area to which he is going. He should also receive a DOD Area Guide to the country in which he will be stationed or area where his ship will maneuver. A basic pocket guide, covering broad policy in all foreign nations in which U.S. military personnel are stationed or expected to visit is *Serving Your Country Overseas*, NAVPERS 15211.

In the Navy, responsibility for internal information is shared by the Chief of Information and the Chief of Naval Personnel. Internal information materials are produced and distributed periodically by both CHINFO and BUPERS, and may also be produced and distributed by the Chief of Naval Operations or by other elements of the Department of the Navy, when appropriate. The Area Orientation Section of BUPERS specializes in this type of program. In special cases, before a ship or task force deploys, an expert from BUPERS briefs crew members on what to expect in a particular foreign country (culture, traditions, taboos, customs, street and location signs, recreation and souvenir suggestions, traffic and other local laws, and even sign language).

Each naval activity listed on the Standard Navy Distribution List (SNDL) receives most of the information materials (listed in both this section and the previous one) automatically. Special publications not distributed may be requisitioned through supply channels. Notices of these special publications carry stock numbers and should be maintained in the public affairs office files, since materials cannot be requisitioned without proper stock numbers. A complete listing of Department of Defense materials is contained in DOD GEN-3B, *Catalog of Current Information Materials* (known in the Navy as NAVPERS 92140).

Much of the information material produced by DOD and the Navy is used ineffectively because PA personnel fail to localize it for application. The material is well written and illustrated, but it is designed for a mass audience. At the ship or station level, the individual must become the point of aim. It must be adapted to fit the needs of individuals. There are three primary media through which you can localize this material and channel it to your internal publics: the ship or station newspaper, a port of call brochure, or a broadcast through an AFRT system. Commanding officers, executive officers, and division officers also make wide use of this material to form the basis for some of their general military training lectures.

All orientations stress the fact that, to the people overseas, the serviceman is a representative of the United States. He is not just a sailor, soldier, marine, or airman. He is now looked at as an American. His conduct conveys the "Image of America." People in an American community and the people of the foreign countries in which an American serviceman is stationed or visits, form their opinions in the same way. Civilian opinions of servicemen are formed from contacts with military personnel from a local military command or from observations of the conduct of servicemen whom they happen to see in their towns, villages, or cities. American servicemen must be kept aware of this fact.

The commanding officer's emphasis on internal information is important to the success of the program, but he cannot do it alone. Officers and senior petty officers must support the objectives of the internal information program. They are assisted by advice from the public affairs officer and informational materials which public affairs personnel provide for use in orientations.

Stars and Stripes provides overseas servicemen with international and national news, plus some local news. The content of the overseas paper often differs considerably from a similar paper in the United States. It includes more feature articles and probably more editorials.

FEATURES ON HOST COUNTRY.–Feature articles for an overseas command newspaper should give the reader an in-depth study of the host country's history, tradition, culture, customs, or mores. Articles should point out places of interst for servicemen to visit. All articles should be researched thoroughly to provide accurate information telling him how to get there, how much it costs, what to do and see, and what he should NOT do.

Other short articles giving common expressions in the local language are helpful. If they are printed in a convenient size, the serviceman can clip and carry them in his wallet. Brief explanations of customs different from those back home help to eliminate problem areas.

Overseas orientation articles for command newspapers should be written in an entertaining manner to ensure readership. The newspaper's staff has a large responsibility to the command: providing the reader with local news of the command besides informing him about the country in which he lives.

STATUS OF FORCES AGREEMENTS.–Throughout history the relationship between troops in a foreign country and the citizens of that country has been a difficult one. In view of this, the United States has entered into special treaty arrangements with countries in which we have bases or our forces are stationed. Most of the treaties have an amendment defining the legal rights and responsibilities of Americans within the country. That amendment is commonly referred to as the Status of Forces Agreement (SOFA). The provisions of these arrangements vary from country to country depending upon the local circumstances and the particular mission of the U.S. military forces. Some agreements vest in the U.S. exclusive criminal jurisdiction over all offenses committed by members of the U.S. Armed Forces. Other agreements recognize the concurrent jurisdiction of both U.S. and local courts over offenses committed by such persons, and they specify the circumstances under which the United States or the local courts shall have the primary right to exercise jurisdiction.

Military Requirements for PO 1 & C, NAVPERS 10057, has a few general things to say about SOFA's, a knowledge of which is required for advancement to E-6. However, servicemen in an overseas area must be aware of the agreement between the United States and the specific host country to which they are assigned and how it will affect them. Public affairs personnel can assist in this area by interpreting and rewriting the SOFA in laymen's terms and publicizing the pertinent details through command newspapers, pamphlets, and other internal media.

STRESSING SECURITY.–Another very important point that must be constantly publicized overseas is enemy attempts to breach our security. Because overseas duty sometimes puts men closer to the enemy, propaganda, agitation, and attempts to secure classified information by enemy agents may be intensified. Overseas, U.S. servicemen are exposed to communist English-language broadcasts, receive subversive literature, and can be subjected to compromising circumstances when they are not made aware of the fact that each man in uniform is a target of the enemy in these matters.

Public affairs personnel often help intelligence and counter-intelligence personnel keep American servicemen abreast of the latest enemy techniques for subversion as well as how to defend themselves against enemy propaganda. The best defense against propaganda is knowledge and truth. The internal information program must instill in the serviceman pride of country, respect for foreign allies, and an awareness of the importance of reporting enemy contacts.

Community Relations

Overseas, community relations is second in importance only to the tactical military mission. Officers in command rely heavily on public affairs personnel for advice and assistance in this area. Good relations with the host country make the command's task easier to perform. Morale is higher where there is mutual respect between the military and the civilian public. Well-conducted activities promoted by PA personnel and sponsored by the officer in command help community relations.

The People-to-People Program was initiated officially in August 1956 by President Eisenhower. The program's mission is to provide "grassroots" public relations conducted by individual Americans in foreign countries. The purpose of the program is to help build mutual understanding through association. At a given moment there are millions of Americans overseas–military, businessmen, tourists, and government workers. Each one is a potential public relations man for America. The program encourages them to come into contact with a foreign citizen having similar interests and background.

The U.S. military has had its own People-to-People Program for many years. Ship's crews, soldiers, airmen, and marines have voluntarily sponsored overseas orphanages since World War II. U.S. servicemen have joined local athletic clubs and teams wherever they have been stationed. Servicemen have visited foreign families in their homes, and have invited local overseas families to share holiday meals with them. The People-to-People Program strives to encourage, continue, and broaden associations between U.S. and foreign citizens.

Public affairs personnel are responsible for supporting the People-to-People Program through command newspapers and by publicizing events of mutual interest. The command's public affairs officer also advises the officer in command on ways of bringing people of similar interests together from the local populace and members of his command.

PROJECT HANDCLASP.–Project Handclasp is an official Navy program stemming from a desire of naval personnel to help people to help themselves in improving the conditions under which they live. Navy personnel, acting as ambassadors of good will, have established new friends for the United States and aided, hopefully, the ultimate achievement of just and enduring peace.

The Navy maintains Project Handclasp warehouses on both coasts, and has a variety of materials available to ships scheduled for overseas operations. Materials include food, clothing, hand tools, medical supplies, light building materials and paint, textbooks, basic school supplies, industrial, visual and audio aids, toys, and athletic and play sets. See OPNAVINST 5720.3, for current guidance.

COMMUNITY COUNCIL.–Assistance in carrying out a community relations program overseas is provided by the Community Activity Council (CAC). The CAC may also be known as Community Council or other titles as described in greater detail in chapter 4 of this manual. It usually is composed of military members and key citizens of the host country, including educational, religious, social, and business leaders. The list of key military members always includes the officer in command (or his XO), the public affairs officer, and the civil affairs officer. Leadership of the council usually alternates between civilian and military members.

The council is able to bring matters of mutual interest to the attention of all concerned, encourage participation in each others' activities, solve mutual problems, and promote mutual understanding. Members often are particularly active at the time of Armed Forces Day or other local or American holidays. "Friendship Weeks" may become the occasion of jointly sponsored activities such as athletic contests, dinners, dances, and the like. Many lifetime friendships are started through contacts between Americans and local nationals during such festivals.

The procedures of setting up a general community relations program and staging special events are covered in more detail in chapter 4. The basic guidelines in chapter 4 and the special considerations mentioned in this section should provide the framework for organizing any community relations program at home or overseas.

International Media Relations

American forces constitute one of the chief news sources overseas, for both the foreign correspondents of American news media and the local (foreign) press. Activities that would scarcely cause a ripple of interest in the United States might be a major news event overseas. It is important that PA personnel have an understanding of this fact.

AMERICAN CORRESPONDENTS.–Associated Press and United Press International maintain large overseas organizations to gather international news. In major cities, the wire services bureau will be headed by an American. In smaller cities, an American wire service may be represented by a local newsman who may not speak English and who may be expected to write from the viewpoint of a local national. Large U.S. dailies and radio and television networks also maintain representatives in foreign capitals, and some have "stringers" in smaller cities, or exchange agreements with local media.

Many American newsmen overseas are job veterans who know most key statesmen, sports figures, big-name entertainers, and other international celebrities on a first-name basis. You may be quite disappointed to find that those newsmen are bored with routine releases and minor exercises. Probably, it is due to the fact that many of these people have covered massive exercises such as shootings in the Korean Demilitarized Zone, revolutions and riots, daring rescues on the Berlin Wall, the Cuban Missile Crisis, the seige of Khe Sanh, and often, major wars. Generally, they are not interested in living in tents to cover a small military maneuver and rarely can they leave their offices for a week at sea to cover a routine exercise. They may be interested in good feature material, however, and often file material based on information handouts covering small scale exercises. It is a good practice to always notify the American newsmen, however, and let them use their own judgment.

The local media, on the other hand, may never have been to sea on an American warship (or any warship), watched a high performance aircraft land and take off from a tossing carrier deck, witnessed an amphibious landing, or seen a hydrofoil in action. The local national TV network may not have shown any military news film recently. Local nationals may be much more interested in covering such events than American newsmen. Invitations to local nationals should be coordinated with the Embassy (through the naval attache).

THE FOREIGN JOURNALIST.–While journalistic traditions vary from country to country and generalizations tend to be risky, it is wise to assume that foreign newsmen may write less objectively than their American contemporaries. Except in Canada and some parts of the British Commonwealth, foreign journalists tend to report more interpretively, and often more emotionally, than do American newsmen. WHO, WHERE, and WHEN may not be stressed. What people feel or HOW and WHY an event affects others is often more important to them. Some hard news stories contain no names whatsoever. The reader cannot even be sure where or when the events occurred.

That viewpoint is explained by the following editorial written by Enno Hobbing, editor of the Berlin Edition of the *Neue Zeitung*:

> To my mind, journalism is a question of personality . . . it is an art. The function of the newspaper is to assist the thinking of the reader (in the news) and the privilege of the newspaper is to shape the mind of the reader in the editorials. Both services require consideration for the reader, a personal feeling for him. Unless Germans become Americans, the American paper will not really touch them. It will impress them from time to time, and it will perhaps interest them, but it will not be a decisive factor in their lives. . .
>
> Regarding the all-factual, newsy emphasis of American newspapers, would it not be better if the correspondents got away from the spot news technique and wrote more interpretative material, officials identifying their own opinions and citing opposite views? Many famous American correspondents in the Twenties did this; some do it today . . . The average reader must of necessity confine himself to general opinions. Armed with these, he can vote. Armed with a thousand details, he can only wallow.

The foreign journalist is different, but he expects to be treated exactly as the American correspondent. He wants no inside track, nor does he want to be on the outside either. He will treat military public affairs personnel with respect and dignity if they do the same for him. But he will not change his style of writing.

Most Japanese reporters belong to tightly-knit press clubs. There is no such thing as an exclusive. They share news and limit the number of stories released, regardless of events.

In many countries wire services may be subsidized or partially controlled by the government. In most countries, much or all broadcasting is either government owned or at least partly government controlled. News releases often are rewritten to conform to local government policy when the subject is at all controversial.

Some overseas English language newspapers deal primarily with sensational, semiscandalous human interest material. Public affairs people and officers in command may feel persecuted by this type of newswriting unless they understand it.

The question that immediately comes to mind is: "How do we deal with these people?" There is no simple answer, but there are two things that can be done:

- If there is a local national in the public affairs office who is trained in journalism, he should write releases to give to the local media in their style. That way any added comment is slanted in the desired direction. Generally, if a release is in the language and style of the country, local papers will print it verbatim.

- If there are only Americans on the public affairs staff, news stories should be released in the form of a fact sheet, presenting all details in fact form for the local editor to write in his own language. The fact sheet makes it possible for him to write a complete story and tends to limit the number of side comments.

For current Navy and DOD policy on handling international media relations, refer to *PA Regs*.

PUBLIC AFFAIRS ACTIVITY IN WARTIME

The peacetime occupation of all military men is to prepare for their wartime mission of achieving victory over the enemy in support of national objectives. Journalists and other public affairs personnel are no exception. While they have an important peacetime mission, they also must be prepared to perform their duties in time of war. A steady flow of accurate information about military operations is even more important in time of combat than in peacetime. Operating in a combat zone offers challenges, pressures, and problems normally not encountered in peacetime. You must be trained and prepared for this type of duty. Public affairs plans must be prepared as annexes to contingency and war plans in order to ensure a steady flow of accurate, unclassified information to the fighting men, to the American public, and to the world.

Public affairs activities in a war zone focus on three general objectives:

- Providing news and logistic support to war correspondents.

- Providing news material to be released by the Home Town News Center.

- Providing news to the servicemen in the combat area.

In combat zones, public affairs personnel normally are not responsible for community relations. Civic action programs in a limited war are normally a function of the State Department, with military assistance. In general war, the function is a separate staff responsibility of civil affairs. Public affairs personnel are responsible for providing appropriate public recognition of their command's participation in those projects, but not for directing them.

WAR CORRESPONDENTS

The major function of public affairs personnel in time of war (and the one that creates the most headaches) is assisting the civilian news media in obtaining news. All wars pose a difficult problem for public affairs personnel and for the war correspondents they support. It is vital to the U.S. system of government that the flow of credible news to the American people be uninterrupted. Military security restrictions, which sometimes include field press censorship, must be enforced in order to deny the enemy access to information that could lead to the loss of American military objectives or the unnecessary loss of American lives.

The war correspondent is always concerned with the accuracy and completeness of the news he furnishes his subscribers, but at the same time he normally works under heavy pressure of competition.

In limited wars such as Vietnam, public affairs people encounter especially complex problems dealing with news correspondents of many nationalities in a sovereign nation, rather than in a U.S. or allied controlled war theater. In Vietnam, some of the correspondents were friendly to the U.S. mission, some were neutral, and others were hostile. Yet, because of international considerations, all bona fide newsmen were accredited by the local government and the U.S. military, and were given equal access to the war zone, command information bureaus, and news briefings.

Non-American correspondents assigned to an overseas area under U.S. military control are subject to support criteria as prescribed by the Department of State and the Department of Defense. Treatment and facilities available to foreign newsmen should be the same as those provided for American correspondents. Media accreditation and travel is presented later in this chapter under "Media Relations."

Subject to military security and logistic limitations, correspondents are entitled to all possible assistance in their newsgathering activities. War correspondents look to the military for three things:

- Communications and Logistics.
- Effective news briefings.
- Intelligent censorship (if censorship is imposed).

Communications and Logistics

The center of information activities in a war zone is the command information bureau (known as the "press camp" in the Army). The CIB is the newsman's home and office just as it is the headquarters of the public affairs personnel. CIB personnel provide the following services for authorized correspondents: billeting, messing, transportation, communications, briefings, work rooms, field press censorship liaison, and administration.

Command information bureaus should be located close to, but not in, large headquarters. Smaller units do not normally maintain formal bureaus. Often, the correspondents can be billeted in various ships of a task force or in tents on land. Meals usually are provided in the officers' mess.

The availability of communications and logistic support determines the number of correspondents a command can accommodate. The conditions under which military communications facilities may be used for press traffic are covered by Naval Telecommunications Publication 9 (NTP9) and fall under the control of the communications department of the unit concerned.

Transportation of correspondents in a combat area depends on the organic capabilities of the command to which they are assigned and any additional facilities provided by attached public affairs field organizations.

Correspondents in a combat zone come under administrative control of the commander of the area in which they are operating. Responsibility for the administrative and logistical requirements of newsmen rests with the public affairs officer. Specific items and services are provided by other staff sections in accordance with their function and as reflected by the PA Plan. The duties of public affairs personnel range from keeping a daily log of newsmen in the command to reporting casualties to their service chiefs of information and disposing of the effects of correspondents killed in the area.

More specific information on the travel of correspondents in military carriers is covered later in this chapter.

Informing Correspondents

Two principal techniques are employed in combat theaters for keeping correspondents informed of the current situation. Major commands normally hold daily news briefings for accredited or authorized personnel and issue periodic communiques. Lower headquarters contribute to the briefings and communiques, but seldom do enough correspondents remain at such headquarters to warrant regular daily news briefings of their own. Visiting newsmen may be invited to attend unclassified tactical briefings.

NEWS BRIEFINGS.–Briefings are intended to give newsmen a comprehensive picture of the command's current tactical situation. With that information, they are better qualified to understand what they see in the field and to interpret the news in perspective.

Newsmen may, on occasion, unavoidably be exposed to a certain amount of classified material such as classified personnel or ship movements. While such exposure to classified information is kept to an absolute minimum, the information may be furnished as a matter of military necessity for logistic purposes or as background for a coming operation. It is not for use as a current news story. When field press censorship (discussed later) is in effect, there is no problem.

Daily briefings serve purposes other than a source of news. They give the PAO and his staff the opportunity to take up administrative and logistical matters of interest to newsmen and to get better acquainted with them. The public affairs officer or director of the CIB may explain local ground rules covering such things as Navy exchange, ship's store, or PX privileges, wearing of the uniform, censorship procedures, transportation requests, and availability of communications. News briefings also present an occasion for correspondents to air grievances.

Briefing officers develop their material from operational sources. Their presentations routinely cover the immediate air-ground-naval battlefront situation, plus any significant activities in friendly or enemy rear areas. Newsworthy items from the homefront may be included. Special news briefings may be arranged before large operations.

To avoid repetition during daily news briefings, a news summary of the operations covered may be issued to each newsman during the briefing, usually before the question-and-answer period. The summary eliminates the need for time consuming questions about the spelling of names and technical words. The summary may be issued in the form of a communique.

COMMUNIQUES.–The communique is a special form of an official news release giving a straightforward account of daily combat operations. Normally, it is prepared at the senior headquarters or command in an area of operations with all subordinate commands contributing material. The bulk of the detail is taken from intelligence and operations sources. Communiques normally carry serial numbers for ready reference.

As a command's battle report to the public, its preparation requires maximum care and attention to ensure quality and accuracy. Adequate time must be allotted to draft and coordinate the release.

The communique covers the broad tactical and operational picture with little emphasis on isolated engagements. If an action deserves special attention, it calls for a separate release. While a release of this type does not attempt to go into detail, it should contain enough data to give newsmen a well-rounded account of the whole battle area. Correspondents see only a small sector of the day's fighting and depend heavily on the communique and news briefing to round out their stories.

Communiques are usually released in conjunction with the daily news briefing. In timing the release, consideration should be given to time required to prepare it and the needs of news media in meeting their deadlines.

A single release covering a 24-hour period is sufficient for most purposes. In an offensive, two or more communiques plus specials, may be needed for adequate coverage.

Special communiques are issued to mark news of major significance. They should be brief and may be identified by a separate numerical sequence.

When operations in a limited engagement are fairly routine, but continue on from day to day without any significant occurrences, a summary of events may be released to news media on a weekly or even monthly basis. Figure 2-5 is an example of such a summary as reported by the Seventh Fleet Public Affairs Office.

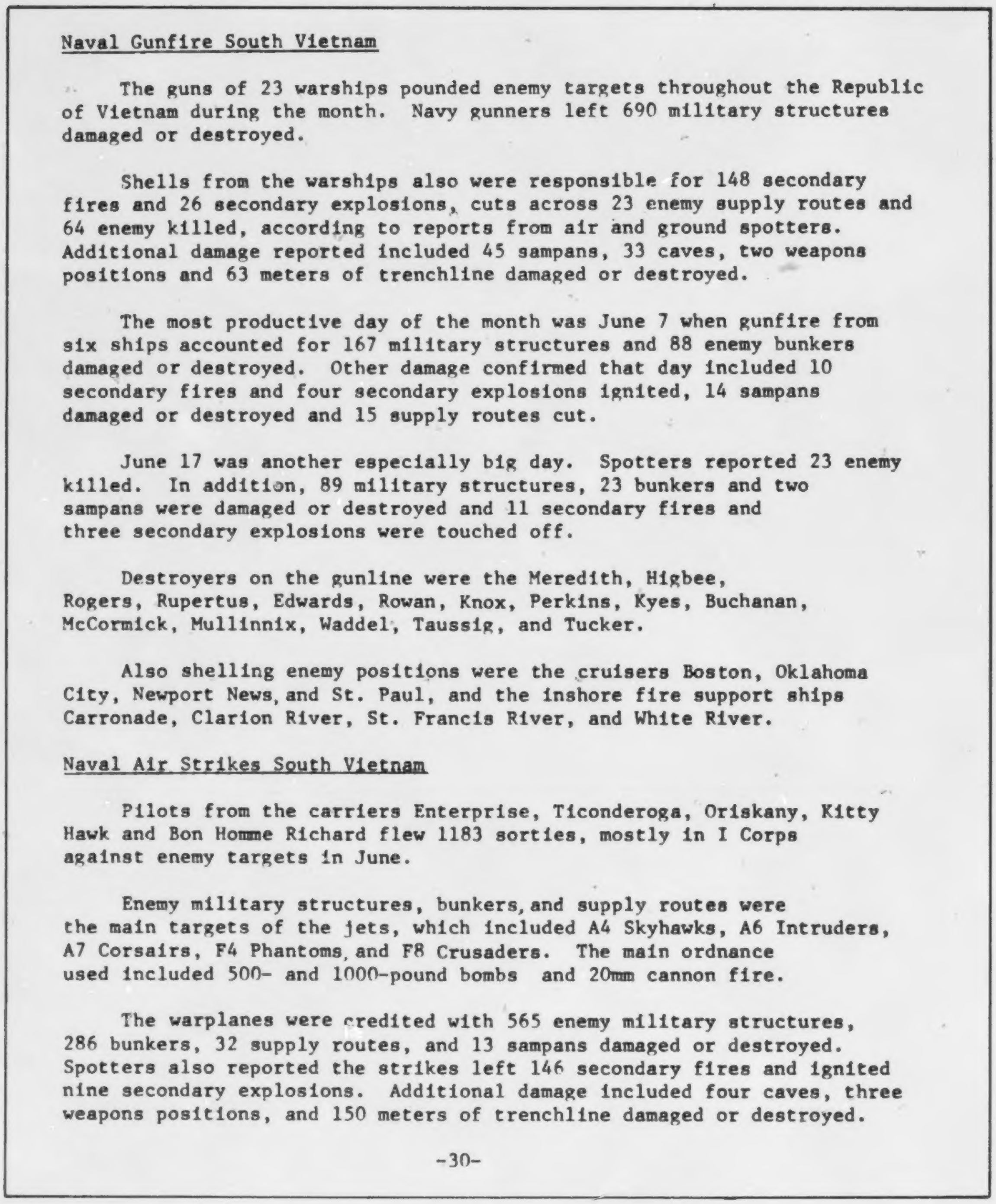
News Conferences

A news conference should be held only when a command has something specific to announce to the press that cannot be handled in a news release or by a phone call. A news conference should not be called just to get together with the press. Another criterion for scheduling a news conference is if it is requested by the news media concerned. A news conference must be worth the time of all concerned.

While holding a news conference, a few thoughtful preparations will go a long way towards assuring its success.

First, be sure to prepare complete background information on the conference. Let us assume you are going to announce the recommissioning of a moth-balled battleship. You dig out the ship's history and characteristics, and you prepare a story on some of the ship's new features. Another story might be in order on the need for this type of ship in the modern Navy. Also, you would want to put out an announcement telling where the yard work will be done, how long it will take, and when she will be assigned to the Fleet. In short, you send the media everything you know. Let them decide what additional information they need.

Who should be the spokeman, the principal figure at the conference? That is easy: the man likely to know most of the answers to the anticipated questions. Sometimes this will not be the most senior officer on hand. If not, it is



Naval Gunfire South Vietnam

The guns of 23 warships pounded enemy targets throughout the Republic of Vietnam during the month. Navy gunners left 690 military structures damaged or destroyed.

Shells from the warships also were responsible for 148 secondary fires and 26 secondary explosions, cuts across 23 enemy supply routes and 64 enemy killed, according to reports from air and ground spotters. Additional damage reported included 45 sampans, 33 caves, two weapons positions and 63 meters of trenchline damaged or destroyed.

The most productive day of the month was June 7 when gunfire from six ships accounted for 167 military structures and 88 enemy bunkers damaged or destroyed. Other damage confirmed that day included 10 secondary fires and four secondary explosions ignited, 14 sampans damaged or destroyed and 15 supply routes cut.

June 17 was another especially big day. Spotters reported 23 enemy killed. In addition, 89 military structures, 23 bunkers and two sampans were damaged or destroyed and 11 secondary fires and three secondary explosions were touched off.

Destroyers on the gunline were the Meredith, Higbee, Rogers, Rupertus, Edwards, Rowan, Knox, Perkins, Kyes, Buchanan, McCormick, Mullinnix, Waddel, Taussig, and Tucker.

Also shelling enemy positions were the cruisers Boston, Oklahoma City, Newport News, and St. Paul, and the inshore fire support ships Carronade, Clarion River, St. Francis River, and White River.

Naval Air Strikes South Vietnam

Pilots from the carriers Enterprise, Ticonderoga, Oriskany, Kitty Hawk and Bon Homme Richard flew 1183 sorties, mostly in I Corps against enemy targets in June.

Enemy military structures, bunkers, and supply routes were the main targets of the jets, which included A4 Skyhawks, A6 Intruders, A7 Corsairs, F4 Phantoms, and F8 Crusaders. The main ordnance used included 500- and 1000-pound bombs and 20mm cannon fire.

The warplanes were credited with 565 enemy military structures, 286 bunkers, 32 supply routes, and 13 sampans damaged or destroyed. Spotters also reported the strikes left 146 secondary fires and ignited nine secondary explosions. Additional damage included four caves, three weapons positions, and 150 meters of trenchline damaged or destroyed.

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Figure 2-5.—Example of a monthly combat operations summary.

best that the senior stay out of it. Newsmen will want to direct most of their questions to the expert. The unnecessary presence of several seniors at such a conference can cause considerable embarrassment to everyone.

A checklist prepared well in advance can be of great help. Here is a checklist which should cover almost any news conference situation:

- Ask yourself this question, "Can this release be handled by any other means?" If it cannot, a news conference may be justified.

- Be sure that what you have to offer is a genuine news story. If you and your PAO are in doubt, consult the public affairs officer of your next senior command as to whether the news you have warrants a news conference.

- Make your invitations oral, preferably by telephone, as far in advance as possible. If time allows, and you prefer to write, make the invitation friendly and informal.

- Extend invitations to editors of all media. Explain the general type of subject matter to allow them to determine whether they desire to attend, but do not disclose the news to be released.

- Don't promise anything you cannot be sure of releasing.

- Time the conference properly. Consider media deadlines and when possible hold the conference on a day–or at an hour–when coverage possiblities are most favorable.

- Select an easily accessible location (with ample parking spaces) and provide for prompt clearance at entrances and explicit directions to the location. Make sure there are plenty of guides available, if necessary.

- Hold the conference in a place suitable for both printed and electronic media. Be prepared to support the media with electrical power, lights, and communication amplifiers, if the room is large. Telephones should be available in case a news reporter wishes to make an immediate phone call to his editor. A suitable background for photography will improve the quality of still and motion picture coverage.

- Hot coffee and sandwiches, if the hour warrants, are a good idea, but newsmen are there primarily for the hard news and not for a free meal, snack, or drink.

- If the conference involves a prepared statement, have sufficient copies on hand for all media.

- If you have a prepared release, statistics, photos of command and CO, fact sheets, and so forth, distribute them at the beginning of the conference. This could be presented in the form of an information or press kit. However, don't flood the newsmen with a lot of unnecessary hand-out material.

- Begin the conference on time. Before starting, determine whether the doors will be kept closed or whether free movement in and out will be permitted.

- Anticipate newsmen's questions; if possible, brief the spokesman as to the possible line of questions. This is usually the job of the PAO, but you should be prepared to assist him. In some cases, this will be your responsibility. In a way, a news conference is a sort of guessing game, and you should be able to anticipate most of the news queries. Submit a list of possible questions to the spokesman beforehand so he can be better prepared.

- If the material embraces technical information that can best be described by other officers, have them present, thoroughly briefed, and prepared to present additional information if desired by the officer in command. Sometimes, on highly technical subjects when it might require considerable time to look up answers, it is permissible for newsmen to submit written questions in advance. However, this procedure normally is not recommended.

- Be prepared to close the conference when the subject has been fairly and completely covered. (Incidentally, if, in the course of the interview, you feel the questioning is not progressing along the most informative lines, it is permissible for you or the public affairs officer to ask questions yourselves. You and the PAO are there to assure that newsmen get all the news. But clear this procedure in advance with the speaker, and of course your boss, to avoid misunderstanding and embarrassment.

ESTABLISHING GROUND RULES.–Normally, in a news conference, briefing, or interview, the public affairs officer introduces the spokesman (who in many cases will be the officer in command) and announces the ground rules–that is, whether all remarks are "on the record," and so forth. Sometimes, the ground rules will be given by the spokesman during his opening remarks or prepared statement, after which the conference is opened for questions and answers. News media representatives take for granted that any facts obtained from reliable sources are usable, except those they specifically agree will be "off-the-record."

The surest way for the official to avoid misunderstandings and embarrassment is to open a conference or interview with a clear and complete definition of terms and ground rules. Particular care should be taken to define what is meant by "background information," should the conference or interview get into this category of information. Additionally, the official being interviewed must indicate with great clarity when he is moving from one category to another.

There is no official glossary of terms for the various categories of releasing information at a news conference. What is set forth below represents the most widely used terms and their general meaning to the typical newsman:

- ON THE RECORD. Remarks can be quoted verbatim and attributed directly to a specifically identified source.

- NOT FOR ATTRIBUTION. Information which may be used by correspondents, provided the remarks are not attributed to a specific source; i.e., a source identified by name or exact title. As a general practice, the source can be identified in general terms such as "a Pentagon spokesman," or "a government official," or "a qualified authority," and so forth.

- BACKGROUND. A confusing term used by some officials with the intended meaning of either "off-the-record" or "not for attribution." Misunderstandings frequently arise when the term is used in this sense. The term should be used to describe information which may be used by correspondents entirely on their own responsibility. It differs from "not for attribution," as the remarks may not be attributed to a source even in the most general terms. Background information, then, is that information which correspondents use as though it were the product of their own original research. When used in this manner, no confusion is caused and correspondents receive information needed for understanding of complicated situations and developments.

- OFF THE RECORD. Information which is to be held in complete confidence. It is not to be printed under any circumstances or in any form. Nor is the information to be the subject of conversation except among those who were privileged to receive it. Off-the-record information is disseminated to give trusted correspondents special information they need to grasp the significance of complicated news events. It is used also to orient correspondents with respect to important future events which will require special handling by a thoroughly informed press. It is an effective means of allaying undue media alarm over particular developments. The principal value of off-the-record information to the correspondent is that it permits him to report complex events intelligently, to avoid inaccuracies, and to recognize unfounded or false reports. A word of caution, however. Off-the-record statements can be dangerous. Avoid them as much as possible.

As an alibi and legal protection against the spokesman being misquoted (out of context or otherwise), it is a good practice to have all news conferences recorded on tape, or recorded verbatim by a stenographer. This is of particular importance if the subject involves a highly sensitive area.

Pooling The News

On some occasions, newsworthy events take place where, almost exclusively for reasons of space limitations, unlimited numbers of newsmen and their equipment cannot be accommodated. In those circumstances the device of POOLING, although rarely welcome, is preferable to no system at all, or recourse to a first-come-first-served method of coverage. The main concern in a pooling situation is to ensure that all interested media get coverage of the event.

Fortunately, in most of the news events where pooling is inescapable, media have a working pool system of long standing. Thus, there are standard pooling procedures for news media coverage of the President of the United States when he is traveling by plane, giving a White House news conference, or taking part in other events in which space limitations are a critical consideration.

Some developments in the Navy which generated considerable media interest were the Pueblo Inquiry, disasters aboard carriers *Enterprise* and *Forrestal*, the *Evans-Melbourne Collision*, and *Sealab III*. These situations, of both national and international news interest, made it necessary to severely limit the entry of newsmen to the scene, especially in the case of the Pueblo Inquiry at the Coronado Amphibious Base in San Diego. Space limitations required that only about 40 seats be alloted to the hundreds of newsmen desiring entry. Some sessions were entirely closed to the public and media for security reasons. For the latter, a news summary (usually two summaries–morning and afternoon) was prepared and released daily by the CIB. Also, the CIB director (a Navy captain) held a stand-up news conference/briefing almost every afternoon at the end of the court day (for both open and closed sessions).

Obviously, it is understandable that the space capsule recovery ships can accommodate and take to sea a very limited number of correspondents.

Other events–planned, unplanned, or unanticipated–attract substantial news media representatives, and the physical limitations of the scene do not permit simultaneous reporting and photographing by all who may wish to do so.

Where there is no escape from pooling, those who control the event must give thought to prescribing the most efficient, equitable, and least restrictive procedures that circumstances permit.

The Joint Media Committee on News Coverage Problems (consisting of representatives from Sigma Delta Chi, AP, National Press Photographer's Association, Radio-Television News Director's Association, and the American Society of Newspaper Editors) in July 1965 published, for guidance, a summary of the usual pooling methods that have worked best in situations where there has been experience with pooling.

Priorities necessarily vary according to the circumstances, but generally the most acceptable order is somewhat as follows, with the total number of pool representatives depending on the space and facilities available:

1. One reporter (and, if a picture situation, one photographer) from one of the two major press associations, AP and UPI; plus–
2. One representative (and, if appropriate, cameraman and sound engineer) from one of the major broadcasting networks; ABC, CBS, MBS, and NBC.
3. The representatives from the other press association and the other radio and television networks.
4. A reporter (and photographer, when appropriate) from one of the local newspapers and one of the local television and radio stations.
    a. Representatives of the remaining local papers and television and radio stations.

5. A representative from among the "specials;" i.e. out-of-town newspapers who have sent reporters and photographers to the scene.
    a. A representative from among the out-of-town radio and television media.

6. A representative from the news magazines.
7. A representative from among the foreign press on the scene.

There is nothing hard and fast about the listing above. It is subject to variation according to many different circumstances surrounding each news event. It is presented merely as an indication of the general order of importance (measured by the presumed audience) of the various news media.

If the news event is a continuing one, or has different aspects occurring at different times, it is customary and advisable to rotate the poolmen, giving turns and opportunities to as many of the news representatives as possible so that each may witness some part of what takes place.

A recommended course of action in pooling is for the CIB to allocate available space for each category of media appropriate to the event and then let the newsmen themselves decide who will fill the spaces available.

Field Press Censorship

The President may establish national press censorship within the Continental United States immediately upon declaration of war or if the United States is invaded or in danger of invasion.

Outside the Continental United States, field press censorship may be established by the unified, area, or force commander in all land or water areas in which the U.S. Armed Forces are operating, in the event of:

- A declaration of war by the United States.
- An armed attack upon the United States, its territories or possessions, or areas occupied or controlled by the United States.
- An armed attack upon the Armed Forces of the United States.
- The commitment to combat of the Armed Forces of the United States as a separate force or as a part of the United Nations effort.

When established under one or more of the above-listed conditions, field press censorship is exercised over news material entering, leaving, or circulating within an area to the extent the unified, area, or force commander deems necessary for maintaining security. The strictness of field press censorship depends primarily on the tactical situation in the area and surrounding territory. Once initiated within or outside the Continental United States, press censorship is discontinued only upon direction of the President or the Secretary of Defense.

Field press censorship is a wartime operation. (A declaration of war exists.) Basic guides for its activation and conduct are embodied in a joint Army-Navy-Air Force document (distributed in the Navy as OPNAVINST 5530.5), promulgated by the Joint Chiefs of Staff, and a classified field press censorship manual (OPNAVINST 05530.7). Their concept and directions are based on experience gained in war and are designed to harmonize as much as possible the potential conflict of interest between representatives of a free press and a military commander charged with the security of his operation. Knowledge of the policies for establishing and conducting field press censorship is a prerequisite for handling public information in combat areas.

The field press censorship function is usually accomplished at the command information bureau (it may sometimes be referred to by other names such as combat information bureau, or press camp) established in the vicinity of high level headquarters.

Although the two functions are accomplished in the same general area with close and constant liaison, public affairs presonnel are not responsible for any censorship activity. The public affairs officer is the liaison between the censor and the correspondent.

The chief field press censor is designated by the unified, area, or force commander who has overall responsibility for field press censorship within his forces and the area under his jurisdiction. He may be required to report to the commander through the public affairs officer. Under these circumstances, the PAO exercises only staff supervision over the operation. The chief censor does not become a member of the public affairs staff. At lower echelons, field press censorship detachments operate under the control of the chief censor, not the control of a CIB director or PAO.

With the establishment of field press censorship, the censor becomes responsible for security review and clearance of news material. The PAO's responsibility before censorship is not, however, reduced. He retains his relationship with newsmen, although news releases and communiques must pass the censor before release. The responsibility remains with the CIB director for assuring that copy not yet censored is not transmitted through insecure means and that uncensored copy is not encrypted.

Cooperation between the CIB and the censor can prevent countless misunderstandings between the military and the war correspondent. When a correspondent is given precise advice on what can or can not be passed, the writer avoids wasted effort on material which would have to be eliminated or radically cut. Also, from such close relationship, public affairs personnel are frequently in a position to explain to the correspondent why some apparently innocuous subject has security significance. Wartime experience has demonstrated repeatedly that responsible newsmen, when apprised of the real reasons for silence on a subject, had no more desire to divulge it than had the military. Such a working relationship breeds mutual confidence and understanding, lightening the burden of all concerned.

If possible, it is desirable that all copy from correspondents be forwarded to the press censor via the CIB, for under these circumstances the CIB director can maintain better control over the clearance of material. Should differences of opinion arise between a censor and a correspondent, it is the duty of the public affairs officer to act as military representative of the correspondent and, if appropriate, to effect a workable compromise.

CHINFO exercises staff supervision over Navy implementation of field press censorship in time of declared national emergency and coordinates training of personnel for this duty.

Media Accreditation and Travel

The policies, regulations, and procedures for obtaining accreditation and authority to embark commercial newsmen in ships and aircraft are changing constantly. There is little to say here except to urge you to keep abreast.

ACCREDITATION.–Until 3 November 1967, the Department of Defense had an accreditation system for newsmen. That accreditation system at the time of this writing is suspended. Formerly, accreditation was granted to bona fide newsmen of established mass communication media who had a continuing need to work with Department of Defense Agencies in gathering news for publication. All DOD accreditation cards issued in 1967 or before are now of no value.

At present, Department of Defense accreditation is not required for coverage of any unclassified DOD or military activity. The only current method to verify the status of a newsman is through his employer rather than through DOD. If there is valid reason to suspect the credentials of a newsman, his employer should be contacted.

TRAVEL.–The travel of newsmen aboard Navy ships or military aircraft as part of their coverage of military news events must be in accordance with existing Navy and ASD/PA policy. In no case should a newsman be invited to travel aboard a ship or aircraft unless the travel is authorized by a current Navy directive or previously approved by ASD/PA.

PROVIDING NEWS TO THE TROOPS

Your primary vehicle for keeping military personnel in remote war zones informed on current events (including the progress of the war and news "from back home") is the American Forces Radio and Television network. (See chapter 11 of this manual.) Your secondary media are the area/theater newspapers such as *Stars and Stripes.*

HOME TOWN NEWS

Production of home town news material in the war zone is a huge task for all public affairs personnel. The service home town news centers are the major outlets for news items originating from command information bureaus. The program is given high priority. At the height of the Korean War about 85 per cent of all daily and weekly media in the U.S. were receiving home town news service. The same was true of Vietnam.

While most Navy home town news reports go through FHTNC, war correspondents with units in war zones also expect to report home town coverage for their media. More than one correspondent has made his mark by reporting nothing but home town stories.

CHAPTER 3

PUBLIC AFFAIRS OFFICE MANAGEMENT

There are many senior JO assignments in the Navy in which you may be called upon to run your own ship. A JO1 aboard ship or at a small shore installation, for example, may be the righthand man of a collateral duty public affairs officer who can devote only a fraction of his time to PA. Senior JO's may sometimes find themselves in independent duty billets where they will be expected to perform the duties and assume the responsibilities of a public affairs officer. Practically every senior JO is called upon at one time or another to take charge of things when the PAO is absent.

As a senior JO, you can expect to do a certain amount of administrative work wherever you go. *Journalist 3 & 2* introduced you to some of the basic practices and procedures carried out in the administration of a public affairs office. These related to official correspondence, the Navy Directives System, subject identification system, public affairs files, required reference publications, office equipment and supplies, security of classified matter, and other matters. The senior JO, however, must also understand and be able to apply sound management practices and orderly administrative procedures.

This chapter contains a guide to essential administration, personnel management, drafting various types of correspondence (including letters, directives, plans, studies, reports, etc.) and other management procedures in establishing and managing a public affairs office.

THREE ESSENTIALS FOR PA ADMINISTRATION

Whether you work for a full-time collateral duty PAO or are assigned to independent duty, there are three essentials necessary to set up a successful public affairs office:

- The authority to do the job
- The support of the officer in command and his staff; and
- The resources for carrying out the job.

THE AUTHORITY

Your primary authority for doing the job is *Department of the Navy Public Affairs Regulations,* SECNAVINST 5720.44. (This pub will hereafter be referred to by its short title, *PA Regs.*)

PA Regs has been issued as an instruction from the Secretary of the Navy, who by law and regulation is responsible for relationships with the Navy's publics. It not only provides policy guidance, but outlines regulations and recommends general practices and procedures for the conduct of a public affairs office. It contains much of the authority you need to perform your job, in addition to providing a wealth of information and practical guidance.

In addition, there usually are instructions issued by area, fleet, or force commanders which implement or supplement the basic provisions in *PA Regs.* These also support the public affairs policies and procedures discussed in the previous chapter and usually provide the officer in command and the PAO with the necessary guidance to conduct them more efficiently on a command level.

RESOURCES

As the office manager or administrative assistant to the public affairs officer, you will be responsible for managing resources--manpower, funds, supplies, and equipment–that are budgeted for public affairs.

Although your authority to do the job originates from outside the command, and is delegated to the officer in command, the means to carry it out must come from within. Individual commands must use their own funds for supplies, equipment, and the payrolls of personnel engaged in public affairs work.

STAFF ORGANIZATION

About 65 percent of public affairs assignments for senior JOs are with major staffs. It is important that you become familiar with basic staff organizational procedures and the duties of key staff officers and divisions. You must know how the public affairs officer and his staff fit into a command organization.

The modern staff organization is the evolution of centuries of experience of military commanders. Activities are divided into functional areas. Responsibilities and relationships are refined so that most military staff organizations today conform to a similar pattern.

NAVY STAFFS

Basically, a Navy staff organization includes the chief of staff, the commander's personal aides, and five staff divisions. These divisions, designated by letters and numbers, are: administration, N-1; intelligence, N-2; operations and plans, N-3; Logistics, N-4; and communications, N-5. They are the major structural elements of the staff (see fig. 3-1). On an Army general staff, the principal staff members are called the "coordinating" staff and are also designated by letters and numbers, but substituting the letter G for N (Intelligence, G-2, etc.). The Air Force uses only the titles. On joint staffs, the functions and titles are similar but not the same. The numerical designation on joint staffs is preceded by the letter "J".

There are some variations in the names of Navy staff billets, depending on the grade of the commander and the size of the staff. For commanders who are not of flag rank, a chief staff officer is provided instead of a chief of staff. On small staffs (below fleet, force, sea frontier, and commandant level) the officers heading the five divisions are known as administration officer, intelligence officer, operations and plans officer, logistics officer, and communications officer. On larger staffs the divisions are headed by assistant chiefs of staff for administration, intelligence, and so forth.

The commander's personal staff performs duties prescribed by the commander and is responsible directly to him. This staff group, normally composed of aides to the commander and staff officers handling special matters over which the commander wishes to exercise close personal control, usually includes the public affairs officer, and in major overseas commands, the political adviser.

When you report to a new command or staff, examine the staff organization and become familiar with the functions of the various divisions. Become thoroughly familiar with your organization's internal and external audiences and the extent of their knowledge of command activities.

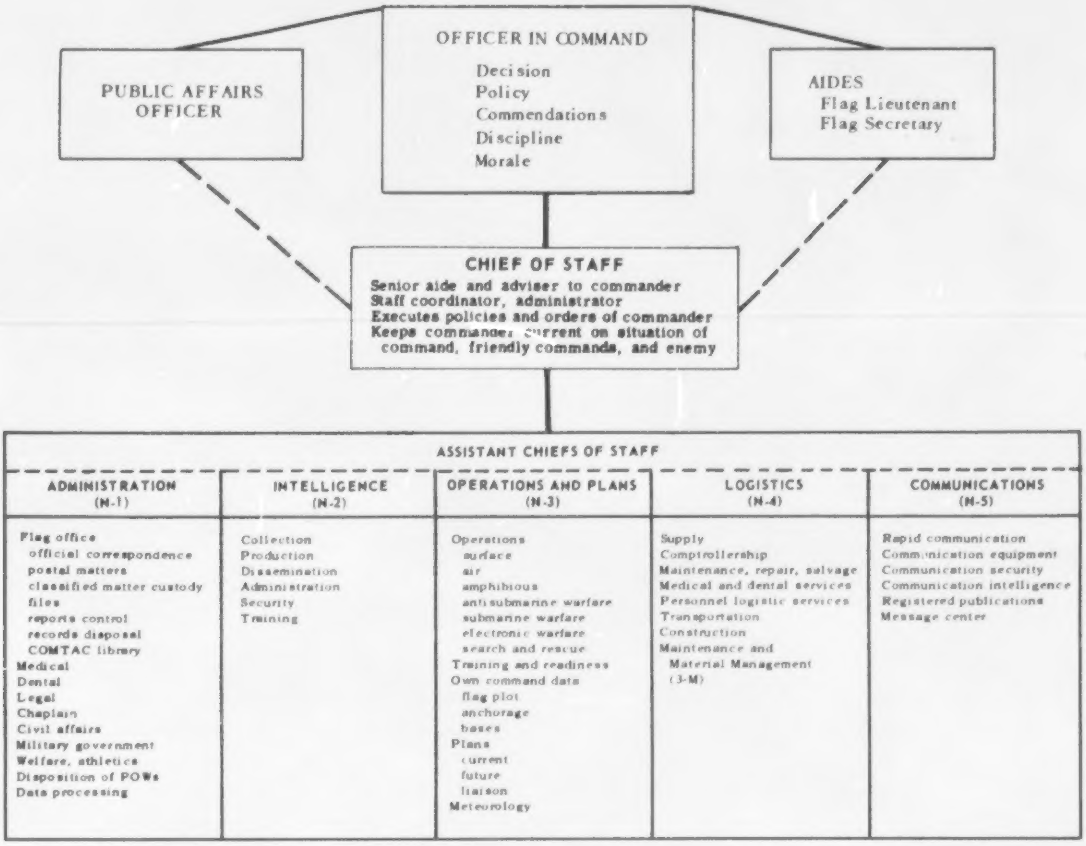
COMMAND AND STAFF ACTION

A military organization is designed primarily to be victorious in battle. Decisive elements of a problem must be promptly identified and accurately defined. Command decisions must then be made and translated into timely orders to be carried out by subordinates.

Staffs are organized to assist the commander in decision-making and accomplishing his mission. A staff must be immediately responsive to the needs of the commander and of subordinate units to ensure that all pertinent information is available for consideration; to reduce the time needed for control, integration, and coordination of operations; to reduce errors; and to minimize the requirement for detailed supervision of routine matters by the commander.

STAFF FUNCTIONS

Effective staff procedures assist a commander by decreasing the number of items requiring command decisions, by speeding up


OFFICER IN COMMAND
Decision
Policy
Commendations
Discipline
Morale
PUBLIC AFFAIRS OFFICER
AIDES
Flag Lieutenant
Flag Secretary
CHIEF OF STAFF
Senior aide and adviser to commander
Staff coordinator, administrator
Executes policies and orders of commander
Keeps commander current on situation of command, friendly commands, and enemy
ASSISTANT CHIEFS OF STAFF
ADMINISTRATION (N-1)
Flag office
official correspondence
postal matters
classified matter custody
files
reports control
records disposal
COMTAC library
Medical
Dental
Legal
Chaplain
Civil affairs
Military government
Welfare, athletics
Disposition of POWs
Data processing
INTELLIGENCE (N-2)
Collection
Production
Dissemination
Administration
Security
Training
OPERATIONS AND PLANS (N-3)
Operations
surface
air
amphibious
antisubmarine warfare
submarine warfare
electronic warfare
search and rescue
Training and readiness
Own command data
flag plot
anchorage
bases
Plans
current
future
liaison
Meteorology
LOGISTICS (N-4)
Supply
Comptrollership
Maintenance, repair, salvage
Medical and dental services
Personnel logistic services
Transportation
Construction
Maintenance and Material Management (3-M)
COMMUNICATIONS (N-5)
Rapid communication
Communication equipment
Communication security
Communication intelligence
Registered publications
Message center

9.2

Figure 3-1.—This typical modern staff organization is the result of centuries of experience by military commanders.

the processing of information into material useful to the commander in making decisions, and by improving the quality of the product presented to him.

It is important for personnel assigned to the public affairs staff to known not only the detailed procedures and techniques of their own office but also those commonly used by all staff divisions. The broad functions performed by all sections of the staff in their daily activities are: to advise and provide information, to develop plans, to organize resources, to achieve coordination, to make recommendations and decisions, to prepare and transmit directives, and to maintain control through supervision.

Advising and Providing Information

Information bearing on particular situations flows into a headquarters continuously: by telephone, telegraph, mail, messages, and word of mouth. It comes from higher and lower echelons, from intelligence reports, from routine reports, and from personal observation and conversations.

The public affairs staff must stay current on situations within the command so it will know whether the information received will aid the commander and other staff sections. You must judge the significance, reliability, and completeness of the information. The commander should not be burdened with a mass of undeciphered information, irrelevant facts, or unfounded rumors. Above all, public affairs efforts must be objective. Facts must be prepared as they are—not as the commander would like them to be.

Developing Plans

An important staff responsibility is to anticipate the needs of the commander and the command. To plan ahead, staffs evaluate past performances, seek new information, and use imagination. They collect information pertinent to anticipated missions for the command, prepare staff studies, make preliminary estimates of situations, develop plans, and amend the plans as additional information is received or as situations change. Contingencies can be prepared for only with thorough forethought. Lack of preparation inevitably leads to hasty planning, errors, and omissions.

Some staffs have a separate plans and programs directorate or division, but in most commands, planning is assigned to Operations. No matter where planning is assigned, it is a responsibility of all staff members to keep alert to the need for a new plan or directive. Each public affairs office is responsible for its own internal plans and for preparing the public affairs aspects of general plans drawn up by the plans division.

Organizing Resources

Public affairs staffs must continually seek ways to make the best use of the limited resources of men, money, material, and time. In any staff operation, there is a constant threat of waste, and the larger the operation, the greater the threat. To organize resources for maximum effectiveness, you cannot merely plan for the use of individual resources. You must think in terms of the command's total resources.

Rarely is a public affairs office staffed with as many persons as could be used. As the senior JO and office supervisor, you must make every effort to maintain the best qualified JO/PH teams available. You are responsible to the public affairs officer for the training and qualifications of the people you supervise. Through proper assignment and supervision, you must get the most you can out of their efforts.

Achieving Coordination

Coordination means bringing together all related activities at the correct time and in the correct order so they are in harmony for carrying out objectives. It means the meshing of operations between commands or within a command.

Staff coordination promotes cooperation, reduces friction, and decreases the number of differences requiring command decisions. A thorough knowledge of all action taken or proposed is essential if unity of action is to be assured. The correlation of all staff activities depends chiefly upon the free interchange of information among the divisions.

Making Decisions

A well-oriented staff takes much of the burden of decision-making off the commander. Its members make decisions where authority exists for the action, or where the decision is in agreement with command policy. Since responsibility for action cannot be delegated, staff officers realize that they are acting not for themselves but for the commander.

Decisions made by staff officers are generally of a routine or technical nature. For example, although the commander may make the decision as to the nature and scope of the operational training program, the operations officer generally makes all decisions regarding such items as scheduling and phasing. The staff officer, of course, keeps the commander informed at all times of any significant decisions made for him or in his name.

Normally, a commander delegates authority to his public affairs officer to make routine news releases. The public affairs officer, within the limits of authority delegated to him, makes routine decisions daily, as he checks security aspects, edits releases for propriety, accuracy, and policy, and considers overall impact on the public.

When a news story contains information in a sensitive or questionable area, a conscientious

PAO will verify the facts, prepare a news release, and then seek the commander's approval. The knowledge of when it is appropriate to do that can only be gained by experience, knowing the public, knowing the commander, and knowing the command.

Preparing and Transmitting Directives

Decisions made by an individual staff officer, by detailed coordination of the entire staff, or by the commander on the spot, require implementation. On smoothly operating staffs, implementation is made possible through clear, concise directives. These directives may take the form of operation orders, letters, SOP, notices, instructions, regulations, or any other means suitable to the occasion.

Usually, a staff section prepares a directive, coordinates it with other staff sections, and submits it to the commander for approval. The directive must state the intentions of the commander and must contain the instructions needed to carry out the action. Then, if the commander concurs in the recommendation, all he needs to do is to sign and the directive can be published and promulgated.

The PAO prepares the public affairs portion of an operations order, an administrative instruction for operation of a headquarters on a continuing basis, a special event, or of an accident or disaster plan. Within the directive are stated the objectives of the public affairs action to be taken and responsibilities for reporting and accomplishing the mission.

Public affairs directives are basic to the accomplishment of the PA mission, which is to inform external and internal publics. A directive establishes relationships and responsibilities within a command so that the command's public affairs function reflects the commander's desires and leadership.

Maintaining Control

Staff responsibilities go beyond the issuance of directives. Staff members ensure that directives are understood and carried out in accordance with the intentions of the commander. They also recommend changes to directives to improve efficiency when practice indicates that an existing directive is inappropriate.

Control is a two-way process. In contacts with subordinate units, staff officers determine whether the standards, policies, and procedures established in directives are realistic and effective. They also verify reports to determine whether the staff is getting complete data and that only necessary information is being reported. If better ways of accomplishing the mission can be found, they are adopted.

STAFF RELATIONSHIP WITH THE FLAGSHIP

The relationship between the staff and the flagship is governed by *Navy Regulations.* Except for matters of general discipline, which are subject to the internal regulations and routine of the ship, staff officers have no administrative connection with the flagship. Staff enlisted personnel are assigned to the flagship for administration and discipline. (At shore complexes, where there is a concentration of several large staffs, a centralized flag administrative unit usually takes care of enlisted administration.)

The flag division officer, with the approval of the chief of staff, assigns enlisted duties, watches, and battle stations; regulates leave and liberty; and ensures that they carry out the flagship's administrative routine. In order to discharge his duties effectively, the flag division officer maintains close liaison with the ship's executive officer.

Commanders usually refrain from interfering with the internal administration of the flagship. In this respect, the flagship is the same as any other ship in the command.

OFFICE LOCATION AND APPEARANCE

The location and appearance of the public affairs office are very important considerations. The office should be located as near as possible to the offices of the officer in command and the chief of staff, yet at the same time, be accessible to the news media and public. Since the public affairs office is often the public's only point of contact with the command, the location, furnishings, displays, and courtesy offered should make a favorable impression on visitors. An efficiently manned, attractive, but not flamboyant reception room is desirable. Visiting newsmen should have access to a newsroom or news center where they can work on or phone in stories. Facilities to accommodate one or two correspondents usually are adequate.

The public affairs officer and his assistant should have separate and preferably sound-proof offices to ensure privacy of conversations with sources of information, media, visitors, and staff members.

Telephone service for each key member of the public affairs office is important to the success of the public affairs mission. At least one of the office telephones should have direct dial access, that bypasses the command's switchboard, to the media of the local community. This provides a communication channel to the public should the ship or station switchboard be overloaded or knocked out by a disaster or local emergency. If possible, the public affairs office should also have one unlisted telephone number to provide communication in the event the listed office phones are swamped during a major disaster or news event.

Space and manpower are often wasted due to poor planning. In office management planning you should consider such factors as the office mission, work flow, and utilization of personnel. If the office to which you are assigned is not functioning properly, a rearrangement may be in order.

Office arrangement is an area in which room for improvement frequently exists. Often, it is apparent from casual observation that offices are laid out with little regard to the tasks to be performed. Areas may be over-crowded in one office while in the office down the passageway, space is being wasted.

Ground transportation on a 24-hour dispatch is also needed for effective operation of a public affairs office. Where military taxi service is not available on short notice, you should consider requesting the assignment of a military vehicle to provide courier service to the local media. This vehicle can also be used for public affairs personnel needing transportation in support of internal, community, and public information events.

Some commands issue identification cards, badges, or arm bands to key public affairs personnel which authorizes their access to disaster scenes and restricted events. The use of these devices must be authorized by a command directive to ensure that military law enforcement personnel and other military officials honor them.

(NOTE: The subject just discussed is based on large staff commands ashore and large Fleet-level commands afloat. The suggestions may be impossible to implement aboard small ships because the required space, funds, and associated material/equipment are not available. In practice, most PA staffs embarked aboard flagships are fortunate to get a desk with a typewriter in the staff flag office.)

ADMINISTRATIVE PROCESSES

To achieve administrative ability, you must first master four basic administrative processes. They are:

- Planning,
- Organizing,
- Coordinating, and
- Supervising.

PLANNING–DETERMINING WHAT'S TO BE DONE

By now the word "planning" should be a familiar term. Every orderly process begins with planning. The administration of an office is no exception.

Planning is just another name for determining in advance what is to be done. Every office has a number of jobs to do and a number of men to do them. The planning process begins when you recognize the fact that a job must be done, and take steps to do something about it.

Planning covers a wide range of decisions. It includes setting goals, establishing standards, laying ground rules or policies, determining methods and procedures, and fixing day-to-day or job-to-job schedules.

To plan properly, you must collect all the information you need in advance and analyze each job thoroughly. You must attempt to foresee any problems which may arise and try to work out solutions ahead of time.

ORGANIZING BY FUNCTIONS

Effective management requires organization. Organizing consists of breaking down all the jobs into related units, then assigning them to the personnel most capable of doing the work in each unit.

Most large public affairs offices are organized into departments by functions: internal information, community relations, media relations, and administration. Figure 3-2 shows a typical public affairs office organization chart. The media relations division, for example, may have a radio/TV section, news photo section, and a press section. A Yeoman or civilian secretary might handle the clerical work. Petty officers would supervise each section with an officer responsible for the entire department.

The major advantage of departmentalization is specialization. By concentrating on a single phase of work, personnel achieve specialized knowledge and skills that enable them to do the work more professionally and complete it more quickly. They are also able to establish closer working relations with media representatives.

Specialization also has its disadvantages. One disadvantage is that JOs sometimes develop a narrow point of view or "tunnel vision." Also, public affairs specialists who concentrate their efforts in only one area of public affairs may one day find themselves in a position where they

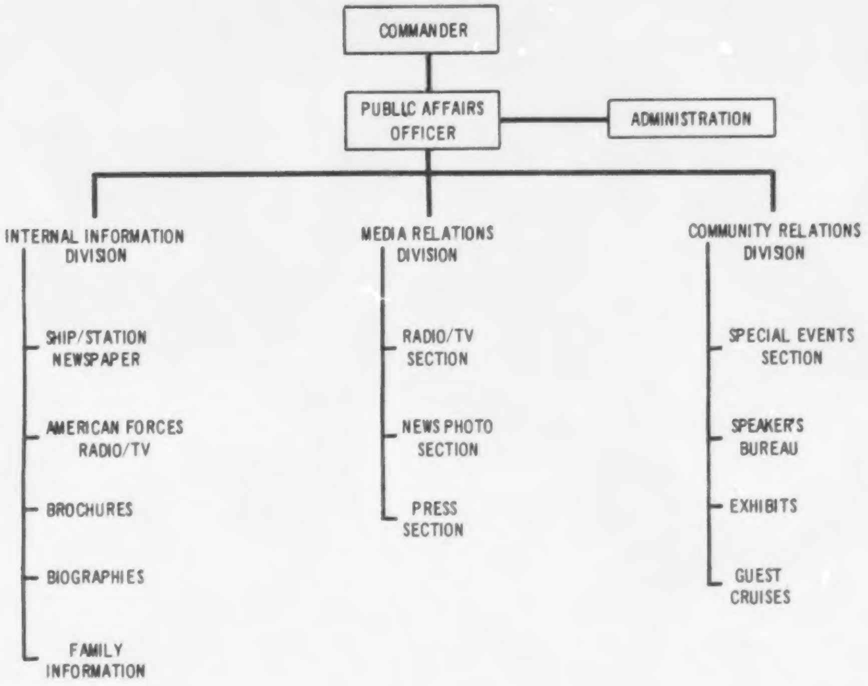

COMMANDER
PUBLIC AFFAIRS OFFICER
ADMINISTRATION
INTERNAL INFORMATION DIVISION
SHIP/STATION NEWSPAPER
AMERICAN FORCES RADIO/TV
BROCHURES
BIOGRAPHIES
FAMILY INFORMATION
MEDIA RELATIONS DIVISION
RADIO/TV SECTION
NEWS PHOTO SECTION
PRESS SECTION
COMMUNITY RELATIONS DIVISION
SPECIAL EVENTS SECTION
SPEAKER'S BUREAU
EXHIBITS
GUEST CRUISES

Figure 3-2.—This organizational chart is typical of a large public affairs office. The departments are organized by functions. **174.12**

are expected to perform in another area and cannot. Therefore, you should make certain that all JOs have the opportunity to cross-train in the major functions of their carreer field.

In a small office with only two or three JOs, it is usually impossible to departmentalize. A small public affairs staff should be trained to function as a team with each member able to replace another in his specialty when leave, illness, or major events require it.

In any case, an office manager must be professionally qualified in each of the specialties his office requires. It is a rare situation where the senior JO in an office does not occasionally have to write a news release, record a spot news story, cover an accident, or even pinch hit as a photographer. It is your responsibility to keep up your basic skills and to continue developing those in which you have limited experience.

Approved tables of command manning documents prescribing the organizational structure and personnel authorizations for a public affairs staff may fluctuate, depending upon command support and higher authority. The exact organization of the office may vary in accordance with the wishes of the public affairs officer. But far more important than size or exact organization is the quality, experience, and training of the assigned personnel.

Manning standards for public affairs offices are based on a number of factors. Installation population, surrounding community population, news potential of the command's mission, media directly served, and the proportionate allocation of total manpower spaces are usually considered in determining the manning. A one-PAO and one-JO office might serve a small sea-going staff or an isolated installation. At a major installation located near a metropolis, the public affairs office staff may include several officers and enlisted specialists (PH/JOs), plus a few civilians, particularly if the installation is a hub of DOD activity.

COORDINATING

Coordination, one of the chief goals of all administrators, deals with unifying and synchronizing everybody's actions towards achieving a common objective. Although listed here separately, coordination is not a distinct and separate function. Coordination actually is a part of all four administrative processes.

The best time to bring about coordination is at the planning level. It is only common sense that in determining what is to be done, you also take into consideration how it will be done and who will do it (so as to attain maximum efficiency with a minimum of effort from all concerned). Coordination, or teamwork, can be seen in all aspects of public affairs activity.

In arranging a guest cruise, for example, coordination is necessary between CHINFO, one or more naval districts, several type commands, the unit to which the guest is to be assigned, and the guest himself. An open house is another example. To make it a success, coordination is required between the CO, XO, PAO, other departments in the command, possibly other commands, news media, and the civilian community. Even a simple thing like sending a picture story to a newspaper involves close coordination. If the photo lab can't turn out the pictures on time and the PAO can't get the necessary transportation for a press run, you are fighting a losing battle.

An important part of good coordination is proper timing. Everyone involved in a public affairs project must not only do his share, but each must do it on time. If one man or one department drops the ball, the entire project may come to a standstill. Planning a public affairs project in many cases is like setting up the machinery for an assembly line in a manufacturing plant. The speed of the assembly line must be geared to the capabilities of the machinery and workers, and to the availability of parts. You don't want one group of workers standing around idle while another group farther down the line finishes one job after another without a break. And of course if you run out of parts—that is, supplies and equipment—the entire assembly line will close down.

In a public affairs office, a good administrator will see to it that the right man is suited to the right job, that the machinery to do the work is kept in good operating condition, and that sufficient supplies and equipment are on hand to keep the work moving smoothly and efficiently.

SUPERVISING ACTIONS

There are certain principles of good office management which have been worked out and tested by experts. Automation has not reached the public affairs field, and the decision making and carrying out of public affairs activities is done largely by humans. Those humans are public affairs specialists who, if properly managed and supervised, have the capability to perform their mission.

As a petty officer, supervising should be nothing new to you. Good supervision is nothing more than good leadership. It means that you will guide your men intelligently and check the progress of their work regularly to see that it conforms as nearly as possible to your plans. Directions should be given simply, clearly, and completely. They should be given in such a way that the men know what is to be done and when to do it. Depending on the job or situation, you may also have to tell them how to do it, why it must be done in a professional manner, and when the required action must be completed.

Keep Your Staff Informed

Every good public affairs program is based on information and understanding. Your office relations should be based on the same principle. Keep your men informed. Make sure they understand the importance of their work and the good will to be derived from it for the Navy and the command. If they have to work late or do something out of the ordinary, make sure they know the reason why. But be careful not to belabor an obvious point. Some things just do not require explanations.

Keep in mind again that no two public affairs jobs are exactly the same. A JO3 who spends two years writing about submarines at SUBPAC will have to acquire new knowledge and readjust a little to write about aircraft in his new billet at AIRLANT. A JO2 who spends a tour of duty in an American Forces Radio/TV station in Alaska will have a certain amount of trouble at first in filling the shoes of an editor of a command newspaper at a naval air station.

All JOs must have certain basic qualifications, but those qualifications may have been adapted to different jobs and different billets. Take this into consideration in directing your men in their assignments. Two men in the same pay grade may have had such diverse careers and backgrounds that it would be unreal to expect identical results from them on any given job.

Training Your Staff

As a senior JO in charge of an office, your place in the Navy chain of command is where practical instruction takes place. Your position makes you the natural channel for giving the men new information, methods, and requirements. Your greater knowledge of the Navy, the ship, and the skills of your rating make you the natural teacher of the men under you. Moreover, your proximity to the men should enable you to understand them, and, in turn, to be understood by them.

Take advantage of every opportunity for training. If you personally are unable to conduct a training session, then make sure your more experienced men conduct the training. Have your various service school graduates pass on their knowledge and skills to non-graduates. Encourage and assist all of your subordinates in obtaining and completing rate training manuals, correspondence courses, and other supplementary material needed to improve their skills for advancement.

Supervision can range from almost no direct supervision of the highly experienced, to close supervision for the young and inexperienced JO. Don't over-supervise. If your men are capable, experienced, and have demonstrated their ability, it would be foolish to supervise them too closely. They may resent it, and their work may suffer.

Men who are young and inexperienced, however, need close supervision until they can develop the skills and ability necessary to do their jobs properly. But here, it is not so much a question of supervision as it is of training. If your men have never done a certain type of job before, it is up to you to train them.

Always remember that the thoroughness of a completed job depends on the petty officer in charge. If you are running an office, the responsibility for any finished product is yours, regardless of who does the work.

If one of your men writes a poor story, for example, it is up to you to edit it or have it rewritten BEFORE it goes to the public affairs officer for approval and release. There is no excuse for giving a sloppily written story to the PAO, then blaming your striker for any errors or blunders that are brought to your attention. If you continue passing the buck in this manner, you will not only lose the respect and confidence of the PAO, but of your men as well. Be sure, however, that in editing and rewriting, you train your juniors as well as improve their written work. Unless you can improve their skills as well as the immediate product, you will end up doing all the work yourself.

Regulation by SOPs

Office and management routines are best regulated internally by standard operating procedures or office instructions. The PAO usually coordinates such SOPs fully with the commander and other staff officers. Once published, they are given wide distribution.

Individual job descriptions based on mission and manning data should be prepared and maintained by every member of the public affairs staff. A compilation of functional activities of the office should be maintained by you for your own reference and for use by your relief.

Criticism and Praise

As a senior JO, you must devote much thought as to whether a job is bungled or done well. Never be too quick to criticize. Sometimes an individual may have a good reason for doing what he did in the way he did it. Avoid making unfavorable remarks just for the sake of being critical. You don't want to symbolize trouble every time you appear. Unwarranted criticism may create a feeling of hostility and even be the cause for some of the mistakes you are criticizing.

Try constructive criticism. This means not just pointing out that a job was mishandled, but also explaining how it can be remedied. This shows that you're trying to be helpful. When you criticize at all, make sure you're right.

As with criticism, there is an art in giving praise and encouragement. Public commendation is an excellent aid in developing a man's morale, don't repeatedly pat a man on the back for doing his job. Never hesitate to thank or praise an individual in such a way that others know of the praiseworthy deed. If one of your subordinates makes a good suggestion or goes out of his or her way to do a better job, give credit where it's due. Even if the suggestion isn't very practical, let the individual know you appreciate the thought behind it. Be courteous to juniors as well as seniors. Bear in mind, of course, that to overdo praise is to lessen its value.

DRAFTING CORRESPONDENCE

Journalist 3 & 2 introduced you to the formats of various types of official correspondence used in the Navy. By now you should be well acquainted with the formats prescribed by the *Navy Correspondence Manual*.

A senior Journalist needs skill in composing good correspondence in addition to his journalistic talents. This section will cover the essentials of good correspondence composition.

The term "correspondence" will refer to a variety of compositions which you may be called upon to prepare: (1) Navy format and public affairs letters, (2) public affairs directives (standard public affairs plans, PA annexes to operation orders, special events plans, CIB plans, adverse incident plans, etc.), (3) studies, and (4) reports.

WRITING THE OFFICIAL NAVY LETTER

The basics of preparing Navy letters can be applied to all forms of official naval correspondence, including directives.

A letter will be more effective if you plan it before you begin to write. A plan of some kind is necessary to ensure that you have included everything you intended to and that you have set things down in a clear and orderly arrangement. Whether you outline the letter completely, make brief notes, or carry your plan in mind will depend upon the length of the letter and your own methods of working.

Letter Purpose

Planning cannot begin without a clear purpose. Your first step is to be sure you understand exactly what the letter is intended to accomplish. Preparing a statement on the subject of the letter will help you clarify the purpose and furnish guidelines for what is needed and what should be omitted.

It is possible for a letter to deal with more than one subject, but usually this is not advisable unless the subjects are very closely related. A reply on one subject may be prepared in hours, whereas days or weeks may elapse before an appropriate answer can be made on another subject. If both questions are asked in the same letter, confusion is likely to result. Furthermore, one department of the recipient command may prepare the reply on one subject and a different department on another. So, even though you have to write several letters to the same command on the same day, it is better to do so than to combine unrelated matters. Some common purposes of letters are to:

- Request permission or authorization to act.
- Request that action be taken.
- Supply information or instructions.
- Reply to a request for permission or authorization to act.
- Reply to a request that action be taken.
- Reply to a request for information.

While not every letter you draft will fall into one of these categories, the categories will serve as examples of how to analyze and plan a letter. For instance, when the purpose is to request something, you must be certain that the request is definitely and clearly stated. Usually there also should be a statement as to why the request is being made and any additional explanation or suggestions that are required or appropriate. When a Navy form letter is written in reply to one that was received, the receipt is sometimes acknowledged, not only by citing the letter as a reference but in the body of the reply. If a request has been made, the most important thing in the reply is a clear statement as to whether the request is granted or denied. Further explanation, limitations, or suggestions should be included as appropriate. Long letters may need a summarizing statement as the final paragraph.

Organizing the Letter

The order in which the various parts of the letter are arranged should be planned with the reader in mind. A letter of request, for instance, may begin with the request itself, followed by an explanation of why the request is made. Sometimes, however, it may be clearer to the reader if the letter begins with a discussion of the situation and leads up to the request. A letter of reply frequently begins by acknowledging the letter received. The important thing is for you to: (1) see the body of the letter as a succession of units; (2) arrange these units in what seems the most satisfactory order; (3) complete each unit before moving on to the next; and (4) maintain continuity by providing transition from one unit to another.

In letters of average length, each important unit may be one paragraph, although there is no rule about this. For example, an explanation of reasons why something should be done may take more than one paragraph. Some letters, on the other hand, may be so simple that one paragraph is enough for the entire body. Just as each letter has a subject, so each paragraph covers a topic or subtopic. Each paragraph has its own order structure so that one idea leads naturally to another and one paragraph leads to another.

Choice of Words

Choosing the right words is a long step toward good style. The best words are those that are precise in meaning, suited to the intended reader, and as short, simple, and direct as possible.

Words can miss the mark of exactness in several ways. One of the most obvious is choice of the wrong one from two that sound or look alike. How often have you read, "He was appraised of the situation. . ."? It probably would have been better in the first place simply to have said, "He was told of the situation. . .," but in any event, the writer should have known that to tell is to APPRISE, and to APPRAISE means to evaluate.

Can you always choose rightly between the following: affect, effect; eminent, imminent; counsel, council, consul; adapt, adopt; principal, principle; capitol, capital? You may think of some of these as spelling problems, but they also involve knowledge of meanings. If you have trouble with any of them, you should consult the dictionary. As you become better acquainted with meanings you will find ways of remembering them, like the following for principal and principle:

PRINCIPAL means MAIN or the MAIN ONE
  The principal of the school
  Payment of principal and interest
  Principal and alternate appointments to the Naval Academy
  The principals in the play have the main roles
  His principal objections to the plan are. . .

PRINCIPLE means RULE or theory
  He lives according to his principles
  The principles of democracy
  He understands it in principle

In other words, whenever you can substitute "mAin," you spell it "principAL." If you can substitute "ruLE," you spell it "principLE." This kind of device for remembering is sometimes of help, but beware of establishing a system too hastily, for it may steer you wrong.

Among words that are related or similar in meaning, the discriminating writer usually will find that one suits his purpose better than another. Take OBTAIN, PROCURE, and SECURE, for example. OBTAIN is the more general term. PROCURE has, in the Navy, a specific connotation of obtaining material through official channels and by approved supply procedures, usually for someone else, as "The supply officer procured the boiler parts." SECURE is often wrongly used instead of OBTAIN or PROCURE. Its specialized Navy use, meaning to fasten something down or make it firm, is the correct clue to its general meaning. When you say "He secured it," meaning he obtained it, you are implying that he got it against competition and then held on to it firmly or pinned it down in some fashion. If that isn't what you mean, better use OBTAINED.

Although you might say that a Navyman's BILLET is his JOB, you cannot correctly use the word BILLET in every instance where you would use JOB. While FEWER and LESS seem much alike in meaning, FEWER describes number, and LESS described quantity: "fewer AWOL cases"; "a ship drawing less water."

In choosing words, always keep in mind the person for whom the letter is intended. For example, when preparing a letter to a command senior to yours, "Your attention is invited" is used rather than "Attention is directed"; and "it will be appreciated if. . . can be maintained" is used instead of "shall be maintained."

A directive addressed to all hands is written in language all can understand. This does not necessarily mean that only one-syllable words are used, but it does mean that the words chosen must be meaningful to all hands. How would YOU like to read a notice that began like this:

> "Having cognizance of our rigid operating schedule, the commanding officer, in an attempt to ameliorate morale, is endeavoring to ascertain the proclivities of those personnel who are encountering difficulty. . ."

Paragraph Organization

A well written paragraph has UNITY, which means that the ideas it contains are closely related and are arranged to develop a single topic or subtopic of the general subject. In modern official letter writing, the tendency is toward short paragraphs for the sake of readability. This requires not only that all unnecessary verbiage be pared away but also that the subject matter be very carefully organized and subdivided.

THE TOPIC SENTENCE.–A fairly long paragraph is frequently made more effective if introduced by a TOPIC SENTENCE. Such a sentence makes a general statement that is developed in greater detail in the remainder of the paragraph. Below is an example adapted from a Navy publication.

> Military officers as a class deal in the arena of international law and international relations more than any governmental group with the exception of State Department personnel. Our commanders on foreign soil do so daily. The Commander in Korea is operating under an international organization, the United Nations, carrying out or enforcing an armistice or truce. If he is unfamiliar with its provisions, its implications, and its legal significance in the international community, he will be hard pressed to fulfill the responsibilities placed upon his shoulders. The commander in Berlin must know the terms of the agreement under which he is garrisoned in Berlin, where the North Atlantic Treaty Organization fits into the scheme of things, how far he can go and stay within the agreement, how far he may permit the East Germans to go before they violate the terms of the agreement, and the legal implications of each of these situations. The commander at Guantanamo Bay, Cuba, must know the terms of the two treaties and the lease agreement between the U.S. and Cuba which govern our rights to the Naval Base at Guantanamo in order not to give Castro any basis for canceling these agreements. The commanding officer of any naval activity stationed in a foreign country must be familiar with the agreements under which he is operating; e.g., base rights and Status of Forces Agreements. These are all matters of international law and international relations. It is imperative that the commander understand his position in the international scheme.

A topic sentence need not stand at the beginning of a paragraph; in fact, it is possible to have a well written paragraph with a topic sentence in the middle or at the end. In naval correspondence, the topic sentence in the middle of the paragraph is less likely to be used. If placed at the end, it becomes a summary, a very useful device for pulling the paragraph together and leaving a strong final effect. The summary at the end of a paragraph is not used extensively, however, in naval letters and directives. A summary paragraph for an entire letter is sometimes appropriate.

ORDER OF SENTENCES.–A well organized paragraph has its various ideas introduced in an orderly sequence. This sequence may be place order, chronological order, logical order, or order of emphasis. The purpose of all is the same–to lead the reader along the path you wish him to take with a minimum of backtracking or skipping about, and thereby to leave a clearer, stronger impression in his mind.

- PLACE ORDER is used for descriptions. The following description is adapted from the report of a shipboard accident:

> During preparations for the transfer of fuel, seven sections of 2 1/2-inch hose were connected and rigged between a Navy cargo ship and a fuel oil barge. The hose passed through a hold of the ship in which there were several light fixtures of the type designed for use with globes and guards. The globe and guard were missing from one light fixture, so that the light bulb was unprotected. One man was stationed in the hold and another man stood outside at a hatch that opened into it.

Notice that the writer begins with the rigging of the hose between the two ships. Then he takes us inside the hold of the cargo ship and pictures the situation there. Finally, he gives us the positions of the two men involved in the accident.

- The next two paragraphs of the report illustrate CHRONOLOGICAL ORDER, which is the order used for narrating events and for explaining steps in a process:

> Upon signal to commence the transfer of fuel, a pump was started on the barge, and pressure was applied within the hose. A section of hose in the cargo hold ruptured; the hose whipped with great force, struck, and broke the unprotected light bulb.
>
> Arcing from the filament of the broken bulb ignited combustible vapor and caused a flash fire which, although extinguished within a short time, severely burned both men. The man who was stationed inside the hatch died approximately three weeks later.

Incidentally, note the amount of concrete detail in both the description and the narrative. This is a condensed report. The original probably had much more detail, such as the names and numbers of the ships, the number of the hold, and the names and rates of the men.

Below is another example of chronological order adapted from a Navy directive. In this case, we have the order in which steps are to be performed in a procedure:

> A selection board convened by the Chief of Naval Personnel considers the applications of fully qualified NESEP candidates in January and February. Those candidates determined by the board to be best qualified are designated provisionally selected candidates. The names of candidates thus provisionally selected are published by a BuPers Notice 1510 in March. Provisionally selected candidates for NESEP will be further screened after selection, and prior to being ordered to the summer preparatory session, by participation in a form of the Scholastic Aptitude Test (SAT) of the College Entrance Examination Boards. This test will be forwarded to each candidate's command for administration, and will determine the candidate's admissibility to a NESEP college or university. Those who fail to qualify on the SAT will have their status as provisionally selected candidates terminated.

When there are many steps, it is often desirable, in naval correspondence, to present these in tabulated form rather than in a solid paragraph. Usually, then, they are designated by letters or numbers as appropriate.

- Because of the modern emphasis on short paragraphs it is sometimes necessary to quote several paragraphs in order to see how a unit of subject matter is organized. This is the case in the example below, in which ideas are arranged in LOGICAL ORDER, leading to a conclusion in the final paragraph:

> Let us look at the size of the Navy business-management job. You have all, no doubt, thumbed through a mail order catalog and have been impressed with the number of items available. You can buy tools, clothes, toys, drugs, stationery, and all sorts of household appliances and general supplies. Actually the largest catalog carries around 100,000 different articles.
>
> Let us compare this 100,000 with the range of items required by the Navy. In our catalogs we carry some 1,200,000 items–more than 10 times as many as you will find in the largest commercial catalog. The Naval Supply System carries everything from missile parts to brooms, from electronic parts to potatoes, from uniforms to medicines.
>
> We issue more than 20,000,000 items each year. To meet these demands the Navy alone carries an inventory of around $5 1/2 billion.
>
> In other words, within the total defense supply operations, the Navy portion alone is big business. Measured in terms of dollars, it is twice as large as the entire General Motors industrial complex.

This example demonstrates several things. It shows how facts can be advanced to support a conclusion. In this case, the conclusion that the

Navy Supply System is big business is supported by evidence of (1) the range of items carried, (2) the volume of supplies issued, and (3) the size of the inventory. This is also a good example of the use of comparison (Navy Supply compared to a commercial mail order catalog) to help the reader visualize the facts offered. Emphasis is heightened in paragraph 3, by contrast presented in parallel structures. The final paragraph illustrates the summing up and a statement of the conclusion drawn from the evidence.

- Time-honored rules of rhetoric have established that for emphasis an item should stand first or last. This has been regraded as true whether one is speaking of the sentence, the paragraph, or the piece of writing as a whole. When we think of ORDER OF EMPHASIS we have this principle in mind. Whether the items placed first and last are remembered longest is open to some question, but certainly, the placing of anything, either at the beginning or at the end, gives it emphasis at the moment. Which of the two positions will give the greater emphasis depends upon the individual situation. In newswriting, as you well know, the lead paragraph is the most important because people want the news quickly and often do not read through to the end of the story. Orators need a strong beginning and a strong ending. The important thing is that the writer should remember that position is a device for gaining emphasis and he should consciously use it.

WRITING THE PUBLIC AFFAIRS LETTER

The composition of a public affairs letter (prepared in the business letter format discussed in *JO 3&2*) is an area where you have no gauge or formula to guide you. Every letter differs with the situation. However, there are some important pointers to remember.

Try to visualize the public affairs letter as a news story, and get right to the point. Tell the reader what he wants to know simply and clearly. As in a news story, the information most important to the reader should go into your lead.

Actually, the biggest battle is to get away from some of the bad letter habits picked up in the belief they are "business-like"–habits like these four:

- Lengthy and unnecessary acknowledgements.

The person whose letter you are answering knows what he wrote. And he knows when he wrote it. Too often we waste time with long introductions like this:

> "This will acknowledge receipt of your letter of 15 May 1976 in which you requested the services of a band, color guard, and marching unit to appear in your Fourth of July parade in Hot Rock, Tennessee, and offering to reimburse the Navy for the cost of transportation and billeting."

What does the reader know so far? Nothing. He wants to know, "Am I getting the band?"

The above acknowledgement might be rewritten like this:

> "Thank you for your letter of May 15th. Your interest in having Navy participation in your July 4th parade is certainly appreciated by this command. At present, we foresee no problems in fulfilling your request.
>
> "Further details will be. . ."

- Needless words and information.

Blue pencil your letters just as you would a news release. Cut out unnecessary words and phrases. Stay away from words and phrases that hedge; they make you look as though you're uncertain or unwilling to commit yourself. Some members of this group: "Seemingly," "it appears," "seem to indicate," "in general," "as a usual case," "it is considered." These are bad. They clutter up your letters. What's worse, they often raise needless doubts in the reader's mind.

- Long, complex words and sentences.

The purpose of letters, like news stories, is to inform, not to impress or educate. So use short, simple sentences. Write the way you talk.

Say "pay" not "remunerate," "use" not "utilize."

- Impersonal approach.

Why write "it is understood" when you mean "I understand?" You don't talk that way. Why write that way? Strive for the conversational touch. If you are in the habit of using contractions such as "we'll" and "you're," use them, but sparingly. Use personal pronouns, especially "you"; it interests your reader more than any other. Try to slant your letter to tell the reader what advantage he gains, not what you want.

The "Letters to the Editor" section of *All Hands* offers some good examples of the type of letters you may be called upon to prepare. Take this one for example:

> "Sir: During World War II, more specifically from 1942 to 1945, I served on board the survey ship *USS Bowditch* (AG 30). I'm curious as to whatever became of her. Would you trace down her history and enlighten me? Thanks.–W.R. Watkins, Greensboro, N. C."
>
> *All Hands*' reply:–"Our thanks to you for your suggestion.
>
> "Typical of the Navy survey ship, *Bowditch* had a well traveled career which began in Denmark in 1922 as the passenger ship Santa Inez.
>
> "Purchased by the U.S. Navy 11 years later, she was renamed after Nathaniel Bowditch, the noted 19th century astronomer and navigator, and placed into commission on 1 July 1940.
>
> "In the months preceding World War II, *Bowditch* made geodetic surveys in Little Placentia Bay, Newfoundland; Bermuda; the Bahamas; Jamaica; Cuba; and Haiti. In January 1942, she steamed from her home port, Norfolk, to make surveys of waters between Panama and Colombia, near the Galapagos Islands, and off Cocos Islands, Costa Rica.
>
> "A year later, after a brief repair period, *Bowditch* returned south to further survey areas in the Caribbean, along Panama, Colombia, and the Ecuador coast.
>
> "She was assigned to the Pacific Fleet Service Force on 6 January 1944 in her initial warship capacity and served as a survey ship during the invasion of Kwajalein and Majuro Atolls from 4 February to 2 April 1944. Then she assisted in the occupation of Saipan from 22 July to 4 October that same year before participating in the capture of Okinawa from 18 April to 2 September 1945. During this siege she rescued survivors of battle-damaged *USS Montgomery* (DM 17) and patrol craft PC 1603.
>
> "*Bowditch* remained in Okinawan waters until early November 1945 when she returned to the U.S. and San Francisco, decked out with three battle stars earned for her WW II service. But, within three months, she was again steaming toward the mid-Pacific to begin preliminary surveys around the Bikini Atoll in preparation for Operation Crossroads, the post-war atomic bomb tests.
>
> "After the tests, she continued surveying Bikini until October when she returned to the Golden Gate city. *Bowditch* left California for Norfolk the next month and was decommissioned there on 22 January 1947, and disposed of on 9 June 1948.–Ed."

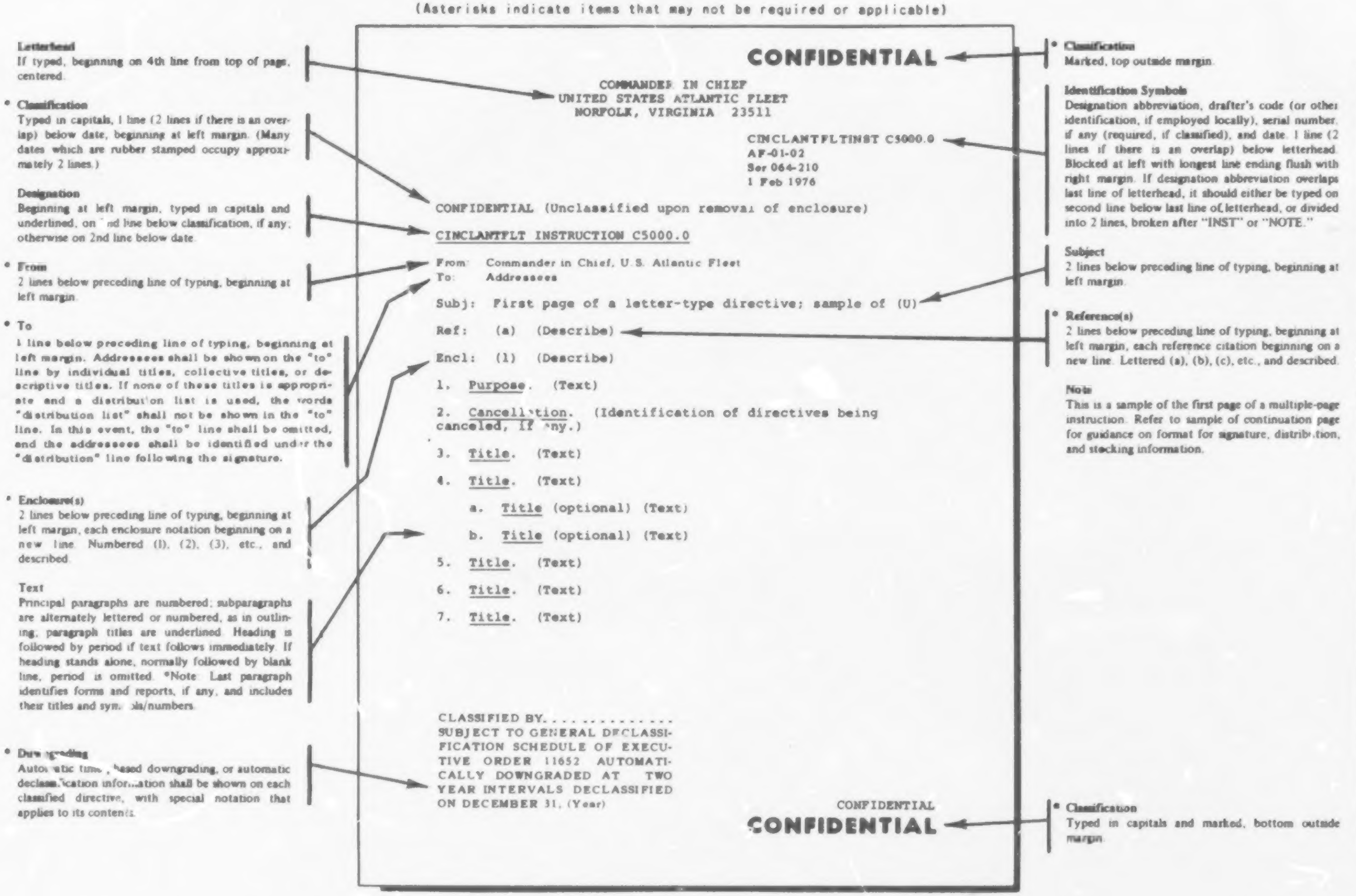
PREPARING DIRECTIVES

The format of a public affairs directive is basically the same as all official Navy directives (instructions, notices, operation orders, etc.).

Figures 3-3 through 3-7 present the standard format for directives issued in the Navy Directives System.

The Command PA Plan

The first type of public affairs directive with which you should become familiar is the



(Asterisks indicate items that may not be required or applicable)

CONFIDENTIAL

COMMANDER IN CHIEF
UNITED STATES ATLANTIC FLEET
NORFOLK, VIRGINIA 23511

CINCLANTFLTINST C5000.0
AF-01-02
Ser 064-210
1 Feb 1976

CONFIDENTIAL (Unclassified upon removal of enclosure)

CINCLANTFLT INSTRUCTION C5000.0

From: Commander in Chief, U.S. Atlantic Fleet
To: Addressees

Subj: First page of a letter-type directive; sample of (U)

Ref: (a) (Describe)

Encl: (1) (Describe)

1. Purpose. (Text)

2. Cancellation. (Identification of directives being canceled, if any.)

3. Title. (Text)

4. Title. (Text)

   a. Title (optional) (Text)

   b. Title (optional) (Text)

5. Title. (Text)

6. Title. (Text)

7. Title. (Text)

CLASSIFIED BY...............
SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE OF EXECUTIVE ORDER 11652 AUTOMATICALLY DOWNGRADED AT TWO YEAR INTERVALS DECLASSIFIED ON DECEMBER 31, (Year)

CONFIDENTIAL

CONFIDENTIAL

Letterhead
If typed, beginning on 4th line from top of page, centered.

• **Classification**
Typed in capitals, 1 line (2 lines if there is an overlap) below date, beginning at left margin. (Many dates which are rubber stamped occupy approximately 2 lines.)

Designation
Beginning at left margin, typed in capitals and underlined, on 2nd line below classification, if any; otherwise on 2nd line below date.

• **From**
2 lines below preceding line of typing, beginning at left margin.

• **To**
1 line below preceding line of typing, beginning at left margin. Addressees shall be shown on the "to" line by individual titles, collective titles, or descriptive titles. If none of these titles is appropriate and a distribution list is used, the words "distribution list" shall not be shown in the "to" line. In this event, the "to" line shall be omitted, and the addressees shall be identified under the "distribution" line following the signature.

• **Enclosure(s)**
2 lines below preceding line of typing, beginning at left margin, each enclosure notation beginning on a new line. Numbered (1), (2), (3), etc., and described.

Text
Principal paragraphs are numbered; subparagraphs are alternately lettered or numbered, as in outlining; paragraph titles are underlined. Heading is followed by period if text follows immediately. If heading stands alone, normally followed by blank line, period is omitted. *Note: Last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers.

• **Downgrading**
Automatic time-phased downgrading, or automatic declassification information shall be shown on each classified directive, with special notation that applies to its contents.

• **Classification**
Marked, top outside margin.

Identification Symbols
Designation abbreviation, drafter's code (or other identification, if employed locally), serial number, if any (required, if classified), and date. 1 line (2 lines if there is an overlap) below letterhead. Blocked at left with longest line ending flush with right margin. If designation abbreviation overlaps last line of letterhead, it should either be typed on second line below last line of letterhead, or divided into 2 lines, broken after "INST" or "NOTE."

Subject
2 lines below preceding line of typing, beginning at left margin.

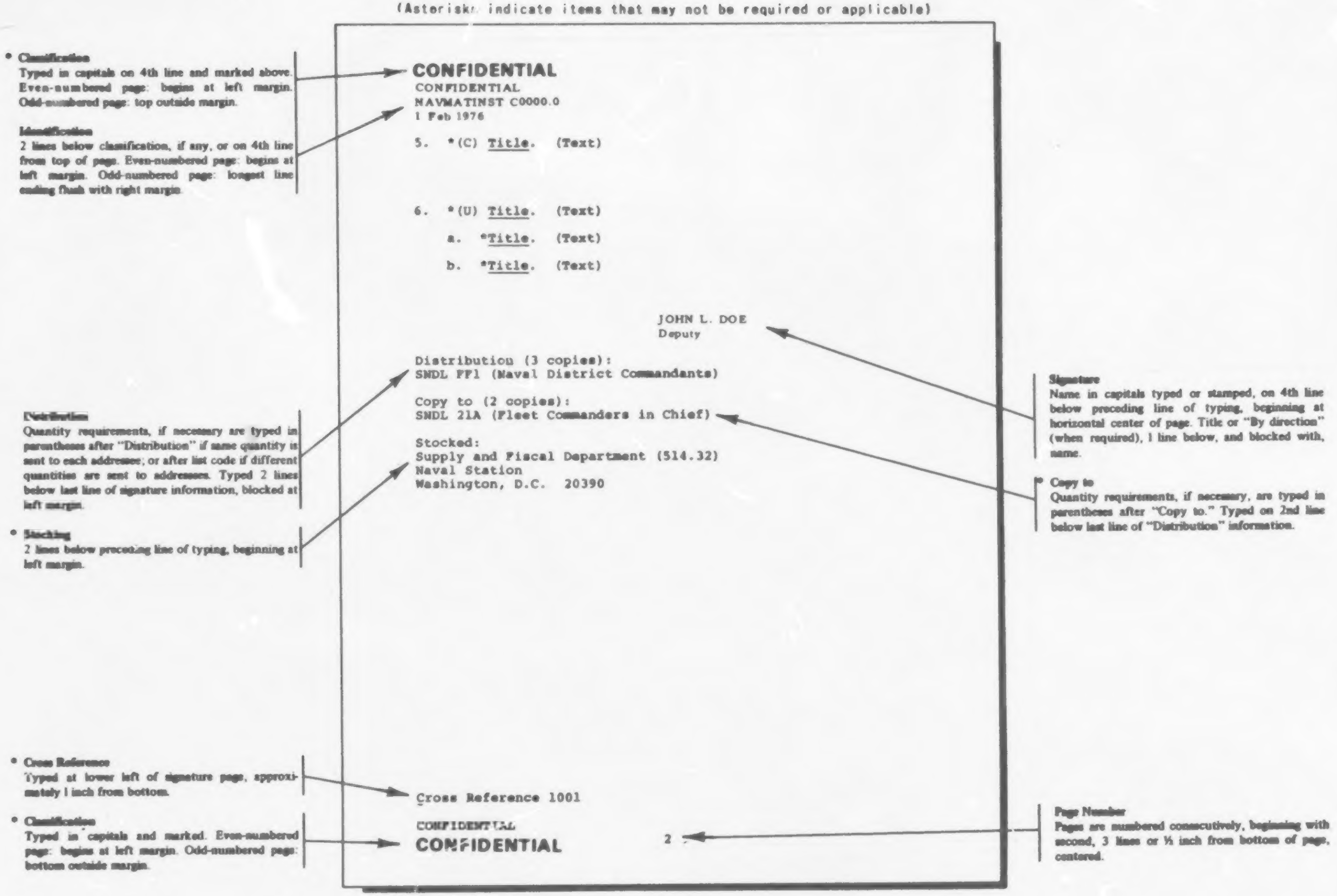
• **Reference(s)**
2 lines below preceding line of typing, beginning at left margin, each reference citation beginning on a new line. Lettered (a), (b), (c), etc., and described.

Note
This is a sample of the first page of a multiple-page instruction. Refer to sample of continuation page for guidance on format for signature, distribution, and stocking information.

• **Classification**
Typed in capitals and marked, bottom outside margin.

95.32

Figure 3-3.—The standard format for a Navy Instruction.



(Asterisks indicate items that may not be required or applicable)

- **Classification**
  Typed in capitals on 4th line and marked above. Even-numbered page: begins at left margin. Odd-numbered page: top outside margin.

Identification
2 lines below classification, if any, or on 4th line from top of page. Even-numbered page: begins at left margin. Odd-numbered page: longest line ending flush with right margin.

Distribution
Quantity requirements, if necessary are typed in parentheses after "Distribution" if same quantity is sent to each addressee; or after list code if different quantities are sent to addressees. Typed 2 lines below last line of signature information, blocked at left margin.

- **Stocking**
  2 lines below preceding line of typing, beginning at left margin.

- **Cross Reference**
  Typed at lower left of signature page, approximately 1 inch from bottom.

- **Classification**
  Typed in capitals and marked. Even-numbered page: begins at left margin. Odd-numbered page: bottom outside margin.

CONFIDENTIAL
CONFIDENTIAL
NAVMATINST C0000.0
1 Feb 1976

5. *(C) Title. (Text)

6. *(U) Title. (Text)
   a. *Title. (Text)
   b. *Title. (Text)

JOHN L. DOE
Deputy

Distribution (3 copies):
SNDL FF1 (Naval District Commandants)

Copy to (2 copies):
SNDL 21A (Fleet Commanders in Chief)

Stocked:
Supply and Fiscal Department (514.32)
Naval Station
Washington, D.C. 20390

Cross Reference 1001

CONFIDENTIAL
CONFIDENTIAL

2

Signature
Name in capitals typed or stamped, on 4th line below preceding line of typing, beginning at horizontal center of page. Title or "By direction" (when required), 1 line below, and blocked with, name.

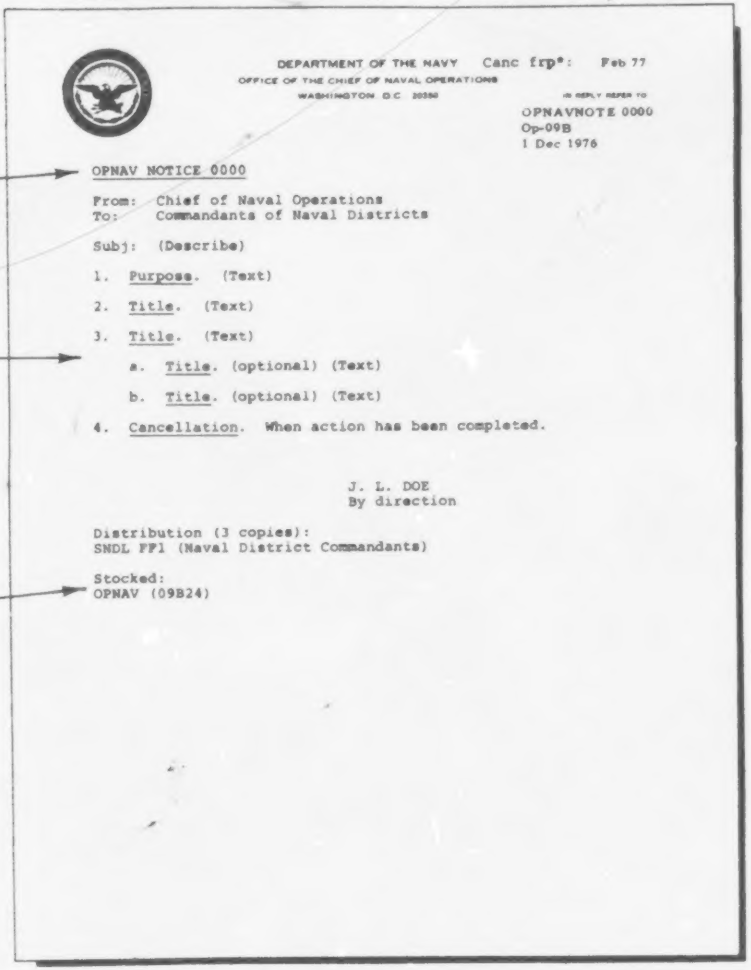
- **Copy to**
  Quantity requirements, if necessary, are typed in parentheses after "Copy to." Typed on 2nd line below last line of "Distribution" information.

Page Number
Pages are numbered consecutively, beginning with second, 3 lines or ½ inch from bottom of page, centered.

95.33

Figure 3-4.—The standard format for the continuation page of an Instruction.

(Asterisks indicate items that may not be required or applicable)



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON D.C. 20350

Canc frp*: Feb 77

IN REPLY REFER TO
OPNAVNOTE 0000
Op-09B
1 Dec 1976

OPNAV NOTICE 0000

From: Chief of Naval Operations
To: Commandants of Naval Districts

Subj: (Describe)

1. Purpose. (Text)

2. Title. (Text)

3. Title. (Text)

    a. Title. (optional) (Text)

    b. Title. (optional) (Text)

4. Cancellation. When action has been completed.

J. L. DOE
By direction

Distribution (3 copies):
SNDL FF1 (Naval District Commandants)

Stocked:
OPNAV (09B24)

Designation

*Typed in capitals and underlined, 5 lines below last line of address in letterhead, if unclassified (7 lines if classified), beginning at left margin.

- **Text**

  Next-to-last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers. If cancellation has contingent provision, this is stated in last paragraph. Date is always last day of month, except when such date would create an administrative problem.

- **Stocking**

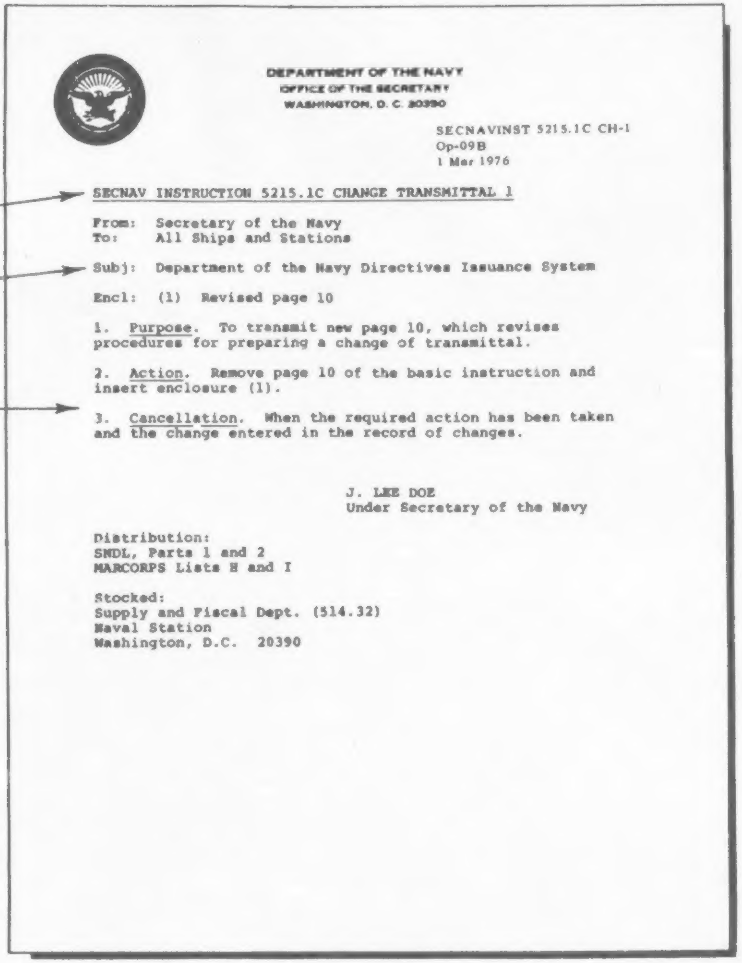
  Not mandatory on notices, since stocks are held by originating offices.

Note

This sample emphasizes items peculiar to a notice. Refer to sample instruction and continuation page for guidance on common items.

95.34

Figure 3-5.—The standard Navy Notice format.



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5215.1C CH-1
Op-09B
1 Mar 1976

SECNAV INSTRUCTION 5215.1C CHANGE TRANSMITTAL 1

From: Secretary of the Navy
To: All Ships and Stations

Subj: Department of the Navy Directives Issuance System

Encl: (1) Revised page 10

1. Purpose. To transmit new page 10, which revises procedures for preparing a change of transmittal.

2. Action. Remove page 10 of the basic instruction and insert enclosure (1).

3. Cancellation. When the required action has been taken and the change entered in the record of changes.

J. LEE DOE
Under Secretary of the Navy

Distribution:
SNDL, Parts 1 and 2
MARCORPS Lists H and I

Stocked:
Supply and Fiscal Dept. (514.32)
Naval Station
Washington, D.C. 20390

Designation
Complete identification of change transmittal, typed in capitals and underlined, beginning at left margin.

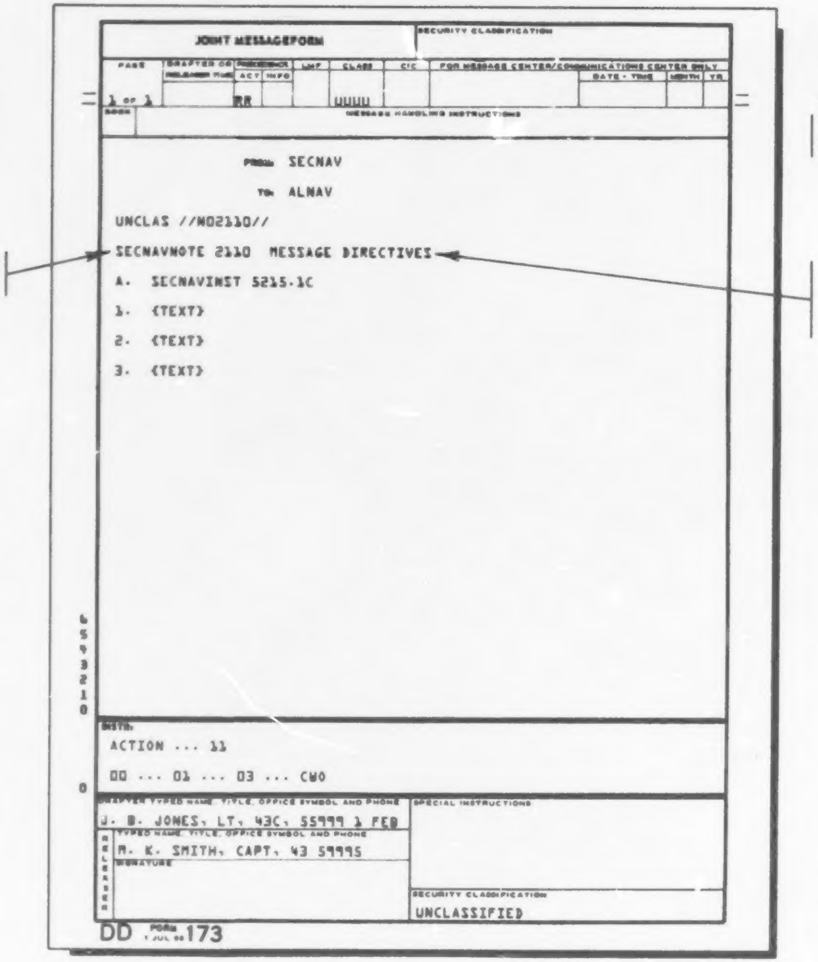
Subject
Subject of directive being changed is always given.

Text
Last paragraph carries self-canceling provision, but does not include specific cancellation date.

Note
This sample emphasizes items peculiar to a chang
transmittal. Refer to sample instruction for guid
ance on common items

95.35

Figure 3-6.—The standard Navy Change Transmittal format.



JOINT MESSAGEFORM

SECURITY CLASSIFICATION

PAGE	DRAFTER OR RELEASER TIME	PRECEDENCE ACT	PRECEDENCE INFO	LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY	DATE - TIME	MONTH	YR
1 of 1		RR			UUUU					

BOOK

MESSAGE HANDLING INSTRUCTIONS

FROM: SECNAV

TO: ALNAV

UNCLAS //N02110//

SECNAVNOTE 2110 MESSAGE DIRECTIVES

A. SECNAVINST 5215.1C

1. (TEXT)

2. (TEXT)

3. (TEXT)

DISTR:

ACTION ... 11

00 ... 01 ... 03 ... CWO

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE: J. B. JONES, LT, 43C, 55999 1 FEB

RELEASER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE: M. K. SMITH, CAPT, 43 59995

SIGNATURE

SPECIAL INSTRUCTIONS

SECURITY CLASSIFICATION: UNCLASSIFIED

DD FORM 1 JUL 68 173

Directive identification and subject. If this is instruction or change transmittal, designation would be changed accordingly.

NOTE

Use of OCR (optical character recognition) type font, as in this exhibit, is required only when local communications instructions so specify.

All elements of a message-type directive except this identification line are prepared in accordance with standard instructions for regular messages not in Department of the Navy Directives Issuance System.

95.38

Figure 3-7.—The standard Navy Message Directive format.

standard operating procedure (SOP) or administrative instruction, which is used to make certain instructions routine, thus reducing the number, length, and complexity of later directives.

Each command develops appropriate and effective SOPs based on applicable portions of published procedures of higher authority, the desires of the officer in command, and the habitual procedures which have been developed through experience.

SOPs should be sufficiently complete and detailed to advise new men and new units of routine practices. The necessary amount of detail depends upon the state of training, the complexity of the instructions, the size of the command, and other variables.

Staff sections, divisions, or departments often find it expedient to establish their own SOPs for the operation of their own departments, and for the guidance of their own personnel in routine matters. Some examples normally found in public affairs offices are those which govern release of information on accidents (see Chapter 6), handling of visitors, operation of a speaker's bureau (Chapter 5) mobilization-day (war emergency), and coverage of parades and ceremonies.

Public affairs plans vary among different commands, and may differ according to their purposes. The format illustrated in Appendix I is not an iron-bound formula. The paragraph headings, content, and sequence can be changed, some paragraphs omitted or included in annexes, or additional paragraphs added. Plans are written to accomplish an objective. They should not be regarded as a form to be filled out, whether applicable or not. On the other hand, most planning formats have been standardized through use by many people for many years. By following these formats intelligently, thoughts will be organized logically and the document becomes easier for the experienced reader to understand readily. The body of any plan is divided into several major sections or paragraphs which might include: purpose, background, objectives, methodology, task organization, policy, responsibilities and tasks, and execution. The order of presenting the various paragraphs may vary from plan to plan.

Public Affairs Annex

A plan for a fleet, force, or squadron operation or exercise is issued in the form of an overall operation order (OpOrd). The document pertains to the entire organization and operation of its forces. Attached to the "basic plan" or OpOrd are additional sections called annexes.

An annex deals with only one aspect of an operation; e.g. intelligence, communications, public affairs. The purpose of annexes is to keep the body of the plan short, clear, and simple.

A public affairs annex is prepared for all training and contingency plans and appropriate operational orders. The annex includes, but is not limited to:

- Delegation of responsibility for the release of information and the general conduct of public affairs.

- Scope of pictorial and written coverage desired.

- General and specific instructions on policy governing information activities.

- Specific instructions on such matters as briefing news media representatives; news release format; still and motion picture documentation and news photography; radio and television arrangements; information kits; staffing of CIBs, joint information efforts; and critiques or resumes of the operation.

Appendix II of this manual contains an example of a public affairs annex to the Op Ord for a major fleet exercise.

CIB Plan

This type of public affairs plan is usually promulgated as a notice, establishing and putting into operation of a command information bureau to coordinate and cover information activity of special events and other news situations. Appendix III of this manual shows an example of a CIB plan for a special event.

Adverse Incident Plan

An adverse incident plan is usually included as an appendix to each public affairs plan. The purpose of an adverse incident plan is to specify the procedure and format for the release of information concerning casualties, injuries, and accidents or disasters. Appendix V of this manual gives an example of an adverse incident plan.

PUBLIC AFFAIRS STUDIES

Public affairs studies play an important role in the management of a PAO. Studies of this type range from preparing cost estimates for complete production and distribution of a ship or station newspaper to a comprehensive case study involving a major accident or disaster. A senior JO should be able to prepare a community relations study with recommendations to improve weak areas.

PA studies are research projects normally undertaken to develop information on a subject or to solve a problem, and they contain appropriate conclusions and recommendations.

When preparing a study for your superior, you must gather all available information relative to the problem, separate facts from opinions, conduct an objective analysis and evaluation of the situation, and determine the best solution to the problem.

The study should be objective. Conclusions should be drawn from careful and methodical analysis of advantages and disadvantages of the various alternate solutions after a thorough examination of all pertinent facts.

The study should discuss only one subject. The subject of the study should be examined from every point of view, and all aspects should be analyzed in a logical sequence which will permit the superior to follow the line of reasoning. The more significant parts of the study should be emphasized through careful choice of language and length of presentation.

The body of the study, exclusive of the enclosures, normally should be no longer than the equivalent of three (preferably two) single-spaced, typewritten pages. The body of the study contains only the six basic elements of the study:

- PROBLEM
- ASSUMPTION(S)
- FACTS BEARING ON THE PROBLEM
- DISCUSSION
- CONCLUSION(S)
- RECOMMENDATION(S)

Enclosures, including alternate opinions (nonconcurrences), and considerations from nonconcurrences, are additional elements that are often found in the study, but they are not part of the body. They are used as the nature, the complexity, and the conclusions of the study warrant.

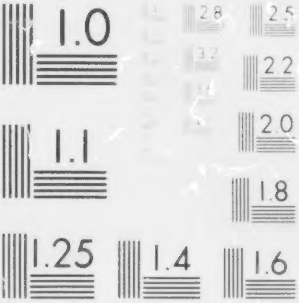
The Problem

This is a concise statement of what is to be accomplished. It is not worded as a question. Rather, it is stated in the form of a task and as an infinitive phrase. For example, "To determine the practicability of, to develop procedures for, to make recommendations relative to. . ."

Assumptions

Frequently, in spite of your best efforts in researching a subject, you will find that gaps exist in the factual information required to make the study possible. When this occurs, you consider those conditions which must be met if the reasoning of the study is to have validity. These conditions are then stated positively as assumptions. Assumptions determine the limits within which the problem will be solved.

Three common faults that inexperienced study writers frequently have in regard to assumptions are: (1) they use too many, (2) they confuse them with the facts bearing on the problem, and (3) they try to use them as crutches or as shortcuts.


1.0
2.8
2.5
3.2
2.2
3.6
4.0
2.0
1.1
1.8
1.25
1.4
1.6

MICROCOPY RESOLUTION TEST CHART

[illegible]

Four rules to follow in regard to assumptions are as follows:

- Make assumptions only when they are absolutely necessary to bridge gaps in essential information that cannot be obtained after diligent research.

- Be certain the assumptions are realistic and not mere platitudes or wishful thinking.

- State assumptions positively, using the word "will." For example, "The status quo will be maintained in Southeast Asia for the next two years." "The existence of the H-bomb and ICBMs will not prevent the outbreak of small wars and local conflicts."

- Ask yourself if your conclusions would be valid if one of the assumptions did not hold. If yes, then eliminate the assumption; it is not a requirement that must be met.

Facts Bearing on the Problem

In listing the facts, make certain that facts only are stated and only those facts which have a direct bearing. They must be indisputable–not opinions, speculations, conjectures, probable eventualities, or conclusions. The facts should be brief and arranged in a sequence which lends itself to logical development in the discussion which follows. Definitions essential for proper treatment of the subject are also listed in this paragraph. As an aid in limiting the length of the study, most of the detailed facts can be placed in enclosures to the study and only a summary placed in the body.

The most common error is to include obvious conclusions in this paragraph. Check any statement before you place it among the facts. Remember, improper wording might make the statement a conclusion.

Discussion

Since your conclusions and recommendations are based on the discussion, it is obvious that the heart of the study is the discussion. Your case rests on how lucidly you have written it.

In the discussion the author thoroughly explores possible solutions to the problem in the light of the assumptions and the facts bearing on the problem. The length of the discussion depends upon the nature of the problem and the needs and desires of the command.

When a study treats a complex subject requiring an extensive discussion, a digest of the discussion will be presented in the body of the study and the complete discussion will be submitted as an enclosure. The digest should mention briefly every important solution you tested. It should explain why you rejected the ones you did and why you accepted the one you did.

Conclusions

The next paragraph of the study consists of statements of the results derived from a reasoned judgment of the effects and implications of the essential facts. The conclusions are actually a brief statement of the best solution of the problem. New material, argumentation, and alternate lines of action are precluded from this section. The solution must meet the tests of suitability, feasibility, and acceptability.

Recommendations

The final paragraph of the study consists of a complete, concise, and clear-cut statement of the action required to put into effect the solution that has been reached.

Enclosures

Each enclosure should be clearly identified by a subject-matter title and by an enclosure number. If there are many enclosures, index tabs and a tabulation of contents are helpful.

The discussion section of the study is the one most likely to be provided with supporting enclosures. The discussion that appears in the body of the study is usually restricted to about one single-spaced typewritten page, yet the thorough exploration of a complex problem usually requires much more space and is submitted as an enclosure. Charts, computations, diagrams, plans, concepts, and discussions of special topics may also appear as separate enclosures supporting the discussion section.

Enclosures may be further broken down into annexes, appendices, and tabs. It is preferable to number the enclosures with arabic numerals, annexes with capital letters and appendices with Roman numerals. For example: Enclosure (1), Annex A, Appendix I, Tab A.

The following chapter of this manual contains guidance on the preparation of community relations surveys or studies. It also discusses the preparation of an analysis of local community organizations and associations.

PUBLIC AFFAIRS REPORTS

All public affairs offices are required by *PA Regs*, to make periodic reports on matters of interest. Some reports go to the fleet, force, district, or type commander. Others are required by CHINFO. There are a few reports scheduled monthly, quarterly, semi-annually, and annually. Most special events require some type of report, even if it's only for the command's records.

PA Regs provides a checklist of reports related to public affairs matters and includes sample forms and descriptions.

PERSONAL PUBLIC RELATIONS

A senior JO in the public affairs field probably meets a greater variety of people in his work than any other individual in any other rate in the Navy. In a way, people are your business. Everything you do is designed to promote better understanding between people—both in the Navy and outside the Navy.

It is obvious that if you can't get along with people, you will have a difficult—if not impossible—job on your hands. You can't very well promote better understanding between people if you antagonize them with uncalled for personal opinions and thoughtless actions.

The exact formula for personal public relations cannot be blue-printed. You should learn to exercise a little self-control and common sense when dealing with your men or with the public. There is nothing worse than a petty officer who airs his gripes and petty grievences in front of his men or who acts as though it were a great effort to devote a little of his time to help somebody with a problem.

Among the most common mistakes you can make in dealing with other people are these:

- Attempting to set up your own standards of right and wrong.
- Trying to measure the enjoyment of others by your own.
- Expecting uniformity of opinions in the world.
- Failing to make allowances for the experience or inexperience of others.
- Endeavoring to mold all dispositions alike.
- Refusing to yield on unimportant trifles.
- Worrying yourself and others about things that can't be remedied.
- Failing to help others wherever, however, and whenever you can.
- Believing only what your finite mind can grasp.
- Not making allowances for the strengths or weaknesses of others.

These 10 mistakes are a negative guide to positive conduct. If you can learn to recognize the faults in your personality and make an honest effort to overcome them, you will find that it becomes a lot easier to get along with people. If you can get people to like you instead of merely tolerating you because of your position or rating, you will also find that your job in Navy public affairs will become much easier.

> "There is no more valuable subordinate," one of our nation's great leaders once said, "than the man to whom you can give a piece of work and then forget it, in the confident expectation that the next time it is brought to your attention, it will come in the form of a report that the thing has been done. When the self-reliant quality is joined with professional ability, loyalty, and common sense, the result is a man whom you can trust."

Although there are many qualities a good JO must have, self-reliance certainly ranks as one of the most important if he is to be the trusted assistant and office manager to the public affairs officer. Demonstrate self-reliance–it is especially important in Navy public affairs office management. There are numerous situations in which you will find yourself on your own. When a problem arises, you have to solve it by yourself. You won't have the time to seek the advise or approval of the PAO or some other officer. You will have to make your own decisions, relying entirely on your own judgment. A self-reliant JO is one who can adapt himself to any situation. If unforeseen circumstances develop, you must use your own initiative and imagination to get the job done.

Armed with a knowledge of the tools of communication and of the PA problems of the command, and using a large measure of common sense in concert with the management techniques discussed in this chapter, you should be able to administer a public affairs office in a professional manner. Insist that every project and piece of correspondence that leaves the office be professional in content and appearance. That means letter-perfect copy; professionally assembled project folders; news clips that are professionally mounted and identified; and, of course, high-quality news releases and photographs. Output is judged by the media, by the officer in command and his staff, and by other professionals on the quality of what PA personnel produce and not on what they say they can produce. Professional standards are hard to maintain, but are essential to maintaining the professional integrity of an office.

CHAPTER 4

COMMUNITY RELATIONS AND SPECIAL EVENTS

Community relations (COMREL) is defined in *Journalist 3 & 2* as the relationship between military and civilian communities. It further states that community relations comprises all contact, official and private, between the command, all of its personnel, and local communities. This is a good definition. It frankly recognizes that while the Navy Department may concern itself with national policy and public affairs on a national level, real public relations is done in the community. People live, work, form opinions on issues that concern them, and vote in local communities. In other words, national opinions and the ground swells that eventually become the policies and actions of national government are formed at the local level.

People in the local community surrounding a Navy installation are not nearly as affected or concerned by national Navy news, which is an abstraction to them, as they are by those Navy news items and activities which affect them directly or more personally. The news element of proximity has a special value in the community relations situation. If a base is going to close down, a reduction in force of employees is placed in effect, or a decrease in business with local merchants is instituted–this will have a much more profound impact than something happening in Washington which may have little local influence.

It is no secret that the Navy depends on public understanding of seapower. This is an important concept, really a national issue, and Navy news often takes the form of "national" publicity. But any story is national only in the sense that it appears in newspapers and on radio and TV newscasts all over the country. To the extent that it informs people, every story, every contact with the Navy is a local one. Public opinion is the opinion of people, the opinion of private individuals. National public opinion is nothing but the sum of these local opinions. And while public opinion can be added up and evaluated on the national level, it is made in local communities by the people.

A command has to be good before it can have good public relations. With respect to community relations planning, good behavior includes establishment of a policy that the command not only will do nothing harmful to its neighbors but also that it will go out of its way to build good relations with them.

Establishing such a policy, of course, is the skipper's job. Unless you are a public affairs assistant acting as the command PAO, you are not likely to get into formulating community relations policy. However, it's essential that you understand the importance of this type of policy and that you plug the importance of community relations every chance you get. Everything about the base, from the driving habits of official and unofficial Navy drivers and the liberty habits of the crew to the appearance of the gate sentries, pollution control, and the flight patterns of low-flying aircraft, has a direct bearing on community relations. In the long run these things probably are more important than news releases and the parade unit your outfit may furnish on the Fourth of July.

Every officer in command is responsible for integrating his command into the civic activity of the neighboring community. The days when military and civilian communities were insulated, if not isolated, from each other by a distance of several miles are past. Each can no longer afford to operate as a more-or-less closed community without considering mutual effects. Normally, the military officer in command delegates the authority for planning and maintaining an effective community relations program to his public affairs officer, but he cannot delegate his responsibility for ensuring that the program is sound and effective. The officer in command must exert personal interest and participation in community relations matters.

Community relations, internal relations, and media relations are all inextricably intertwined. Each of these segments supports each other. For example, good community relations is very important to the morale of our naval personnel (internal relations). A hostile community, or one where liaison is not very good, can make it hard for Navy people to obtain off-base housing, local credit, and other amenities which are important morale considerations.

Journalist 3 & 2 introduced you to the basics of a community relations program and described some of the planned activities which the Navy uses to carry out these programs.

The first part of this chapter is devoted to a survey of some techniques that can be used in developing a positive, planned, community relations program for a ship or station. The second part discusses the duties of the senior JO in connection with special events.

WHAT IS COMMUNITY RELATIONS?

It is often stated that community relations is "public relations at the local level," or that it is "living right and telling about it." It has also been simply explained as nothing more or less than having and keeping friends in the community.

These statements get to the heart of community relations, but they are over-simplified definitions when the vital mission of community relations is analyzed clearly.

To paraphase the *Public Relations News* definition of public relations:

> "Community relations is the command function which evaluates public attitudes, identifies the mission of a military organization with the public interest, and executes a program of action to earn public understanding and acceptance."

Like public relations, community relations is something an organization has whether this fact is recognized or not. Unlike public relations, community relations is usually limited to the local area.

Business organizations give attention to their community relations for good reason. Organizations can exist and make a profit only as long as the public allows them to exist. The idea, once prevalent in American free enterprise, that the sole purpose of business was to make a profit and that its responsibility was only to its official family, has diminished to a great degree. It has fast given way to the realization that there is also a responsibility to the community in which the organization is located, and that it is advisable for the organization to meet this responsibility of its own free will.

While there is not universal agreement on the specific benefits to be gained, organizations conducting planned programs cite many tangible and intangible benefits from their community relations efforts. A Bureau of National Affairs survey found that the benefits mentioned most often were better recruiting, improved employee relations, increased sales, and community goodwill.

Community relations literature reflects general agreement that effective community relations programs make it easier to hire the better workers in a community, help to obtain more confidence in local plant management from communities, and provide better understanding between the organization and local officials.

Benefits from good community relations do not come automatically. In fact, many organizations that are fine employers and outstanding corporate citizens fail to realize the rewards to which their virtues entitle them.

They miss the payoff because they fail to tell about it.

Communicating to key publics the benefits derived from sound community relations further enhances an organization's overall program.

Attitude surveys reveal that community neighbors traditionally know little about companies in their towns and the important part played by each company in the civic programs of their towns.

Surveys also reveal that civilian companies rated favorably in their communities generally follow a three-point formula for effective community relations:

- Live right
- Have a planned community relations program
- Tell employees about the program and tell the community about the company.

BENEFITS OF EFFECTIVE COMMUNITY RELATIONS

Many of the benefits civilian enterprise derives from planned community relations programs are equally desirable for military organizations. Military commands also need to enjoy a favorable position in the local community, strive for good employee relations, and seek cooperation and high esteem from the local population.

Military organizations should be concerned with community relations, because the business of the military is the people's business. Military organizations have a responsibility to report to the public on the conduct of military business. In a democratic nation, the individual citizen has a right to know how efficiently and to what purpose his Armed Forces are using his sons and daughters and his tax money, and what the returns on his investment are in terms of personal and national security. The effectiveness of military operations depends upon public understanding, support, and cooperation.

Too, like business organizations, military establishments have a moral obligation to take their place in the community as "corporate citizens," be good neighbors, and to demonstrate an awareness of community problems and a willingness to help out. Community relations programs are a proven means of developing "grass roots" understanding and support for our defense force.

The objectives of the overall Department of Defense Community Relations Program is stated in DOD Directive 5410.18:

> "To increase public awareness and understanding of the Armed Forces and the mission, policies and programs of the DOD; to inspire patriotism, and encourage young men and women to serve in the Defense Establishment; to foster good relations on mutually acceptable terms with all of the various publics with which elements of the Department of Defense come into contact at home and abroad; to maintain a reputation as a good neighbor as well as a respected professional organization charged with the responsibility for the national security; to support the Human Goals Program of the Department of Defense, with its emphasis on the infinite dignity and worth of the individual and the concept of equal opportunity; and to support the recruiting and personnel procurement missions of the Department of Defense."

Community relations are authorized and encouraged within the Department of Defense for the following purposes, subject to operational requirements, the significance of the event or program in relation to other DOD programs, and cost considerations:

- Informing the public on the state of preparedness of the Department of Defense and to demonstrate United States partnership with allies
- Developing public understanding of and cooperation with the Department of Defense in its community relations programs

- Promoting national security and stimulating patriotic spirit
- Assisting recruiting and personnel procurement programs of the Armed Forces

Within DOD, the Assistant Secretary of Defense (Public Affairs) is designated to act for and in behalf of the Secretary of Defense in planning and implementing the DOD Community Relations Program. Secretaries of the Military Departments, Commanders of Unified and Specified Commands, and the Directors of the Defense Agencies are responsible for effective community relations. Officers in command at all levels are responsible for giving positive emphasis to the importance of good community relations in the execution of their mission.

Within the Office of the Assistant Secretary of Defense (Public Affairs), the Directorate of Community Relations is responsible for the overall planning, implementation, and coordination of community relations within the Defense Department. For Navy implementation of this program, and current CHINFO policy guidance, refer to the *Department of the Navy Public Affairs Regulations* (hereafter referred to as PA Regs).

COMREL INGREDIENTS

Among the main ingredients of a community relations program are publics, communication channels, and community relations projects designed to accomplish an organization's goals in the community.

PUBLICS

Collectively, a Navy command's public consists of many groups. Among the principal local publics that a command should be concerned with are both internal and external publics.

Internal publics consist of:

Active duty personnel
Naval Reserve personnel
Naval Academy midshipmen
Military auxiliary organizations
NROTC midshipmen
Retired Navy personnel
Career civilian employees
Families of the above segments

External publics consist of:

The general public
Community organizations—civic, trade, industrial, veterans, fraternal, youth, women, religious, educational
The Congress in general
Members of committees involved in armed services matters
Alumni of the Armed Forces
Key governmental officials
Local government officials, news media, professional organizations, well-known local businesses, and professional people
Elder statesmen

COMREL COMMUNICATION CHANNELS

The tools and techniques of public affairs offer almost as many ways of reaching community publics as there are publics. The "how-to-do-it" instructions for employing the various media and techniques are taught in the various departments at DINFOS, and are discussed in other chapters of this manual, *JO 3 & 2*, and *PA Regs*. Numerous service publications and excellent civilian publications are available in public affairs offices and public libraries that give guidance in the use of communication tools.

It is important to use the right channels of communication to accomplish specific tasks or to reach specific publics. Otherwise, much of what a public affairs office does is wheel-spinning and unnecessary busy-work. An individual can be reached by mail, telephone, or personal visit; members of an organization can be reached by letter to the head of the organization, an article in its publication, or a talk at a group meeting. To reach every key individual in an organization or public, it is sometimes advisable to plan a campaign with special events, publicity through newspapers, radio and TV announcements, bulletin boards, mailed announcements to key individuals and groups, and personal contact with community leaders.

COMREL PROJECTS AND ACTIVITIES

Community relations projects and activities provide occasions for or means of informing community publics about an organization and for demonstrating that an organization is a good neighbor.

Projects should not be selected just because they sound good or because other organizations have had success with them. Key considerations should be whether they seem suited to the particular organization and its community, and whether it appears that returns will justify the efforts and resources involved. A description of various community relations projects and activities is presented in the community relation section of *PA Regs.* Some may be incorporated into a command's program, while others may serve to stimulate ideas for fresh and worthwhile projects. Projects and events sponsored cooperatively by two or more organizations in a community can make a greater impact on community opinion and serve a very useful purpose in a community relations program.

DOD Directives specify that, as appropriate, each command will form a community relations coordinating council, particularly in areas where two or more military installations of one or more services are located.

Many military installations now have a formal community organization which coordinates community relations on a year round basis. These organizations are called community councils, military advisory committees, coordinating councils, or community relations councils. Whatever they happen to be titled, their function is the same. Their activities embrace every area of common interest between the two populations. A command can use this type of organization as a principal tool with which to fulfill its responsibilities for favorable public relations.

To be effective, the organization must include in its membership the key military, governmental, and civic leaders and meet regularly to resolve or plan for prevention of local problems. The public affairs officer and his staff must be thoroughly familiar with the command or unit as well as the local civilian community in order to provide sound recommendations to the officer in command.

PA Regs recommends participation in community relations coordinating councils or committees at the local level. This provides the officer in command with a tool to coordinate community relations on a year-round basis.

TYPES OF COMREL PROGRAMS

Community relations programs can be placed into two general categories: remedial and preventive.

The remedial program is focused toward trying to restore sound community relations after a military neighbor arouses public antagonism and adverse public opinion that hampers mission accomplishment. It is usually born in crisis and is often costly in terms of resources. Remedial measures necessary to restore a balance in relations can often hamper mission accomplishment. An example of this might be the burdensome task of changing the traffic pattern for a naval air station after irate citizens have taken overt action against the installation. If within the operation of an effective community relations program the citizens of the local community had been informed that the aircraft noise was related to the unit's mission of defending the community and nation against its enemies, the mission–hampering change of the traffic pattern might have been avoided.

The preventive program is a planned effort to develop a continuing program of improved conduct and two-way communication with the community. It furnishes a blueprint to build an effective program of cooperation between the naval installation and its nearby communities. The plan is usually based on the concept that the community must be informed about the naval installation, its mission, and its needs from the local community. It is also dependent upon what the naval installation–and particularly the public affairs staff–know about the community. You learn the essential facts about the community through surveys, interviews with leaders, and research of existing publications.

The remedial program is often referred to as the "firefighter" type, while the preventive program is referred to as the "fire prevention" program.

A PLANNED COMREL PROGRAM

Developing a planned community relations program is essentially a problem that the public affairs staff must solve. The Four-Step Public Affairs Cycle can be applied to the development of a community relations program for a typical Navy command. The sequence has four basic steps as discussed earlier in this manual:

- Factfinding
- Planning
- Communication
- Evaluation

The writers of *Effective Public Relations,* Scot M. Cutlip and Allen H. Center, believe that "each of these steps is as important as the others" and that "each one is vital to an effective program." Too often there is too little planning, and too much publicity. Emphasis on factfinding and planning largely distinguishes community relations from publicity.

STEP ONE–FACTFINDING

The scope and content of a planned community relations program requires a great deal of factfinding before the program is committed to writing. Facts that should be determined and analyzed include:

- Community relations requirements related to mission accomplishment
- Command interest and support for community relations
- Community needs of the naval installation
- Community power structure
- Community attitudes toward, and knowledge of, the local military populace
- Community survey and analysis results
- Community organizations
- Local customs, traditions and culture
- Mutual problems and interests
- Past and present naval community relations programs

COMREL Requirements

The requirements can only be determined after you know and become familiar with the mission and organization of your command. If these requirements do not exist, it is your responsibility to determine them. If they do exist, it is equally important that they reflect current requirements. Staff meetings, histories, permanent records and files–particularly those in the public affairs office–and interviews with key military officers are prime sources for this information.

Full public understanding and cooperation is essential to mission accomplishment. You should identify possible sources of problems of obstructions to effective community relations and gather the essential facts related to preventing these situations from becoming community relations problems.

Aircraft noise, reckless driving, misunderstandings in labor relations, pollution of civilian communities, disorderly behavior, and apparent disregard for the health and welfare of local citizens are recurring problems in naval community relations. To overlook these and other potential community relations problems is to risk unfavorable publicity, possible congressional action, anti-military demonstrations and strikes, and a hostile relationship with the community.

Command Interest and Support

Command interest and support for community relations should be sought out early in the relationship between an officer in command and his public affairs staff. If the officer in command does not voluntarily reveal his philosophy and willingness to commit resources, the public affairs office should, on its own initiative, survey the needs of the command and prepare recommendations for a community relations program. Ideally, there should be a policy statement and an outline of general objectives signed by the officer in command and addressed to key staff members and commanding officers of subordinate units.

Community Needs of the Navy

In addition to broad public understanding and cooperation essential to mission accomplishment, there are specific needs of the Navy that are affected by community relations. Housing, religious activities, educational and cultural activities, recreational and entertainment activities, and the community hospitality program are some specific needs of individuals of a naval command. Each of the specific needs should be surveyed and analyzed in planning the community relations program.

Adequate and reasonably priced housing for naval personnel and their dependents is considered the most important need in a normal Navy community relationship because it is so important to high morale among both naval and civilian personnel.

The Community Power Structure

Every community has leaders who play a dominant role in shaping community opinions and determining what community activities take place. Those leaders comprise the power structure. The public affairs people must identify this power structure and consider these individuals in planning and implementing the community relations program.

The formal political power structure is easily determined. It is made up of elected or appointed officials, the men who supervise and execute the will of the community through the official machinery of government.

The informal power structure, however, is another matter. It consists of those who wield influence in an informal or social manner.

There are three types of leaders in the social, or informal, power structure:

- Decision Makers
- Influentials
- Opinion Leaders

The decision makers and influentials comprise a minute portion of the public, perhaps as little as one percent, but the success of any community endeavor is dependent upon the general approval and cooperation of those two groups. They come from the business and political spheres of the community.

Decision makers exert their influence and determine community policies in many ways. Whether the decision making is done through formal political or civic organizations, or in a more subtle manner, members of the same relatively small group often emerge in positions of influence in most or all of the important publics within the community. Personal observation at community meetings plus careful analysis of local news stories and background information from trusted, well-informed individuals such as newsmen are sources for facts to identify decision makers.

Influentials, who generally exert their influence sub rosa rather than at public gatherings, give advice to decision makers but make few actual decisions themselves. Their power is subtle, but they may be identified by reputation. Their identity can best be learned from personal observation and trusted sources in the community.

Opinion leaders may be members of any economic or social class. There are numerous theories as to who is or who is not an opinion leader. It can be generally stated, however, that they are found throughout all levels of the community and exert less influence and power than members of the first two groups. They operate in two directions. They provide a means for the decision makers to convey their policies and decisions to each economic and social class and serve as a source of information for the influentials and decision makers. Often they are ministers, heads of youth agencies, officials of parent-teacher associations, teachers, barbers, lawyers, doctors and bankers.

A good place to begin identifying the power structure is by researching the local newspaper morgue; county, city, or state official records; community history; leadership listings of local fraternal and civic groups; and the local library.

The status of development or economic conditions of a community help to determine who occupies power structure positions at a given time. A community with a growing industrial base and a large flow of money might be dominated by bankers who can extend or refuse credit. A poorer community, dependent on state or federal aid to support its activities, might be dominated by politicians or persons with influence in the State or National Capital. In certain areas, particularly New England and areas of the South, the power structure is determined largely through the "first families" who have inherited positions of power because of tradition.

Community's Opinion of the Military

In developing a planned community relations program, it is imperative to find out what the community knows and thinks about the organization, how its information is received, and how public opinion about the command and its servicemen is formed.

Since military installations seldom can conduct or contract for public opinion or attitude surveys, they may have to rely on other means to appraise community attitudes and knowledge. While there is no fully satisfactory substitute for the professionally constructed and conducted attitude survey, there are other economical but less effective means of getting much of the desired information.

Published materials such as records, reference books, bibliographies, syndicated research data published in newspapers and magazines, current periodicals, reports, publications of individual companies and of other Federal agencies, directories, newsletters, and catalogues are among the variety of sources of valuable information in this area of interest.

Periodic reviews of incoming and outgoing correspondence can identify community relations problems, as can spot checks on telephone courtesy of personnel who are in frequent contact with the public. Formal and informal contacts by key officers and individuals on and off the job can also be used to gauge public opinion, knowledge, and attitudes.

Staff meetings and the inevitable grapevine can also be important internal sounding boards.

Special attention should be given to an appraisal of internal public attitudes toward the organization.

Community Survey and Analysis

In tailoring a community relations program to the local community, it is essential that a great deal of information be gathered and filed concerning the local community. Since facts about the community are required on a day-to-day basis in public affairs activities, it is advisable to collect the facts gathered in the survey into a community relations file (briefly discussed in the Community Relations chapter of *JO 3 & 2*). This file should be maintained as up-to-date as possible by the public affairs staff. It should contain facts on local channels of communication; civic, economic, social, educational and religious organizations; local customs, traditions and mores; and detailed facts about the geography, manpower, industrial capacity, housing, facilities, and services existing in the community. In overseas areas, this survey should be developed in close consultation with representatives of the Department of State, the United States Information Service, and other members of the U.S. Country Team.

Since the community of a naval installation is generally thought to be the entire urban, suburban, and rural areas surrounding the installation within a radius of 50 miles, the scope of consideration for the survey should be limited to this area.

Before making a survey of this scope, it should be determined if other government or private agencies have completed similar surveys or analysis of the local community. If so, that survey may be easily modified to suit your Navy program. In seeking information of this type, it is advisable to ask local officials and leaders if they have recently provided similar information for a published survey. This will avoid a possible duplication of effort and inconvenience for the officials concerned.

A sample COMREL checklist is published in *PA Regs.* Briefly, the major topics include:

- The area (including geographical description, population, industrial and historical data).

- Manpower (including labor market rating, source of labor supply, occupational classifications of workers, unemployment, skills in shortage category, area wage scales, requirements of the defense industry, and other pertinent information).

- Industrial facilities (including facilities suited or adaptable for defense production and vacant factory space with production potential).

- Housing (including housing regulations, housing units, apartments, and sleeping rooms available; housing units contemplated; builders' building permits issued within past 12 months, and building capital; and finally, adequacy of housing).

- Other community facilities and services: such as utilities, transportation, schools, hospitals, churches, doctors and dentists, fire and police protection, commercial service establishments, form of government, mass media, and the cost of living index.

Preparing A Community Analysis

Only after all essential information regarding the community has been collected is it practical to make an analysis of the community. At first the community survey may seem to be just a set of cold facts, but through analysis they come to life and fit together like pieces of a jigsaw puzzle. Each piece fits into the whole to make a complete picture. You must determine the significance of the gathered facts and then begin a synthesizing process. In so doing, you will develop more and more insight into the true community nature, needs, and mutual interests, and opportunities for favorable community relations.

The survey and analysis of the community is a constant effort and is fundamental to maintaining a sound community relations program. Once assembled, the community survey file provides a continuing ready source of information for speeches, news stories, special reports, exhibits, special events, and special projects. The local chamber of commerce can normally furnish valuable information for such a survey and practical guidance and assistance in setting up a community relations program. The two primary functions of the chamber of commerce are to promote the growth and to foster the prosperity of the community. The chamber is also an excellent source for brochures, maps, fact sheets, and other materials needed for a community relations program.

Since "telling" is a major part of community relations, it is necessary to determine effective ways to reach the various publics–to identify channels of communication with the community.

Communications techniques and media which can be employed in a community relations program are many and varied. Each medium has its special values, peculiarities, and limitations. It may not be possible, or even desirable, to use all available channels and techniques in a given community. The important thing is to identify the individual characteristics of local media and the techniques which would be most effective and the most economical to employ in reaching target publics.

Community Organizations

The community relations planner should gather facts about the voluntary organizations in the community, including their continuing objectives, leaders, membership, current projects, and areas of mutual interest. These basic facts will help determine a basis for a tie-in arrangement and cooperative projects with these organizations. The importance of group membership on individual attitudes and behavior should be carefully weighed in planning efforts to reach key publics through their voluntary organizations.

Local organizations are a major outlet for the speakers bureau (see chapter 5 of this manual). Most groups meet at least monthly, some as often as every week. Most offer opportunities for speakers and some for showing of motion pictures or other kinds of visual presentations.

Customs, Traditions, and Culture

The communities of naval installations vary considerably in local customs, traditions, and culture; you must be aware of local differences before you plan any activity involving the community. It is sometimes this variance that causes the failure of a military community relations program or special event. Acceptance of the Navy and of newcomers; information on local holidays; taboos; peculiarities of local dress; social activity–particularly the various levels of society; and public interest in education, libraries, museums, art, and music should be determined. While a Sunday open house at your command may be completely acceptable in the Southwestern United States, it would perhaps antagonize relations in certain small communities in the East and South. But customs, traditions, and culture are equally important as opportunities and channels of communication to reach key publics in the community. As pointed out in Chapter 2, individuals are usually tuned to the frequencies transmitting messages related to their personal mental set or awareness of the world around them.

Mutual Problems and Interests

Cutlip and Center suggest that before the thought leaders or the community at large can be motivated to act, there must be an understanding of the mutual interests. Every community knows what it wants for its well-being, what it expects each organization to contribute, and how it measures contributions. Here are ten opportunities for mutual interest between the Navy and the community:

- Commercial property
- Support of religion
- Full employment
- Adequate schools
- Law and order
- Area growth and development
- Adequate and low cost housing and utilities
- Varied recreational and cultural opportunities
- Individual and public welfare
- Health and sanitation

As a starting point, it may be well for the public affairs staff to consider each of these areas of mutual problems and interest. For instance:

- What is the economic impact of the Navy on the local community? Is the public aware of this?
- Have plans and agreements been worked out between the Navy and local officials on mutual aid in the event of natural disaster, aircraft of explosive accidents, epidemics of sickness or disease?
- How much cooperation is there between local civilian law enforcement agencies and Navy law enforcement and security organizations?
- Does the community provide adequate schools and cultural activities? Is the community aware of the educational and cultural needs of the Navy?
- Does the community know how much the Navy spends in the local area for services and supplies? Are things purchased elsewhere that might be obtained locally?
- Is the public aware of the contributions by Naval personnel of funds and services to local charities and service organizations? Do the Navymen know what services are provided them?

- Does the command contribute to local health and sanitation problems?

- Do the local citizens know how much effort is made by the Navy to strengthen local health and sanitation?

Past and Present COMREL Activities

It is rare for a public affairs staff to have the opportunity to start fresh and build a command community relations program from the ground up. Like our personal heritage, most PAO's and officers in command inherit a community relations program from their predecessors, in both their own installation and other service organizations in the community. The local stereotype of the Navy can be greatly affected by the previous community relations programs or by a complete lack of contact between the Navy and local community.

If the organization and the Navy are not new to a community, the public affairs staff must determine the current status of community relations programs and attempt to evaluate community relations efforts. One of the first steps is to become acquainted with the public affairs staffs of other military and federal organizations in the area. An analysis of the data collected in the community survey can reveal considerable information about previous community relations programs. Informal discussions with appropriate local newsmen and chamber of commerce officials can reveal a great deal about previous programs and the lessons learned from them. If a community council exists, the members and records of the council will offer valuable information.

Defining the Problem

Once the factfinding and analysis is completed, you are prepared to determine the key community relations problems of the command. When the problems have been defined, the solutions must be provided and decisions made to prevent or correct them. After the problems have been clearly stated, you are ready to develop a plan of action. Some of the problems can be remedied without conducting a full-blown community relations effort. This is done by referring obvious and easily correctable problems to the proper representatives or by setting up committees to cope with each area of interest. Their recommendations may be carried out directly by the community council or through the organizations concerned. Some problems caused by a considerable lack of understanding in the community of the mission and contributions of the military to the local community may require special plans of action. These plans are integrated into the overall community relations program. A community relations program requires long-range or strategic planning which in turn will require short-range or tactical plans to accomplish the objectives of the long-term plans. All must be interrelated.

STEP TWO–PLANNING

You begin with a draft of the proposed community relations program, including a statement of objectives and a tentative schedule of projects and activities. It should contain a statement of policy and general philosophy, using such guidelines as the public affairs officer, officer in command and higher authority may provide. The basic statement should also spell out specific delegations of authority for community relations activities. This will provide a frame of reference for the listing of objectives–long-range and short-range–and a blueprint for operations.

Working from the general proposal, and considering the program objectives along with the facts gathered in the survey and analysis, you should plot ways and means of attaining community relations goals.

With respect to each community relations objective spelled out in the program, the following questions should be considered:

Which publics are involved?

What guidelines and directives must be complied with?

What projects or activities can contribute to the attainment of the goal?

Cutlip and Center believe that every community relations project or activity must be measured against its contributions to organizational goals. The Dupont Company follows a checklist which measures each project with an "analysis" formula:

- What is the objective this project is designed to gain or approach?
- Is the objective sound and desirable?
- Are there collateral advantages?
- Is the project feasible?
- Can it be done with existing personnel?
- Does it involve cooperation outside the department?
- Is it counter to sound public relations policy?
- Is it counter to company policy?
- Is the expense too high in relation to possible gain?
- Can it embarrass sales, production, research?
- Where is the money coming from?
- What are the penalties of failure?
- Why do it now?
- Why do it that way?
- Who approved the project?
- Who must be informed?

Obviously, every command cannot afford a full-blown community relations program. Others may find it necessary to develop a phased program, beginning with a few key program elements and adding others on a scheduled basis. Experts believe that the basic elements that a command begin with are:

- An effective ship or station newspaper
- A speaker's bureau
- Correspondence with opinion leaders and decision makers
- Personal contact and social activity between the officer in command, the public affairs officer and his staff, the key opinion leaders, and decision makers of the community.

The integration of news releases and military produced radio and TV programs within the community relations program is also worthy of consideration. Oftentimes, proper use of these tools can help to bring knowledge of a military command, its activities, and its personalities to the attention of the local populations of neighboring communities.

STEP THREE–COMMUNICATION

The third step requires the public affairs staff to explain and dramatize the chosen course for a community relations program to all those who may be affected and whose support is essential.

Once the proposed plan has been drafted, it should be fully coordinated within the originating organization and given a preliminary review by the chief of staff or executive officer of the organization. Key staff officers should be made aware of the proposal and have an opportunity to express their views. For this reason, the public affairs officer makes certain that the basic plan is sound both from a public relations point of view and as completed staff work. Otherwise, the plan which requires expenditure of resources that might be put to other use by other staff agencies may never get off the ground.

A conference or series of conferences attended by key staff representatives sometimes helps to develop understanding and acceptance of a program, identify problems and omissions, and give people in the chain of command a sense of satisfaction in having helped to develop the program. The proposal, as modified by staff contributions, should then be presented to the commander for approval.

The plan should provide that, once it is officially adopted, all members of the organization be made aware of it. Community relations is a team effort in which many individuals must play a part. Basic information given should include why the officer in command is concerned about community relations, what policy has been adopted, what projects are planned, what participation is desired, and why and how members of the command can benefit. Some commands have used a theme, such as "Partners in Progress," to convey to all members of the organization their relationship to the program and the community.

Individuals and agencies responsible for specific projects and activities must be informed of their responsibility. Information must also be transmitted concerning deadlines, counseling and assistance for those participating in the program, the system for review and evaluation of the projects and program, and how recommendations for changes in objectives, new projects, and so forth may be made.

The amount and kinds of information an organization should disseminate to its publics will vary. In a community relations program there should be provision to inform everyone in the community about the mission and achievements of the organization, its personnel needs, career opportunities, notable individual achievements, significant changes of key personnel, and safety and economy achievements.

If the survey and analysis of the community has been adequate, the public affairs staff should be aware of the right channels of communication to accomplish specific tasks or reach specific publics.

The average naval activity has many possibilities for interesting news stories which would contribute to improved community relations.

Here are just a few possible community relations subjects for timely local communication with the public:

- Changes in mission or program
- Attainment of significant goals
- Decreases or increases in workload
- Introduction of new methods or devices to increase productivity or effect economy (zero defects is an example)
- Plans to hire more people or need to reduce force
- Important changes in organization
- Appointments to key positions
- Retirements
- Speeches or other public statements by people
- Plans for new facilities or closing of existing facilities
- Achievements of military personnel and civilian employees
- Results of incentive awards program
- Special events such as awards ceremonies, open house, dedications, launchings, christenings, commissionings, anniversaries, tours, guest cruises, exhibits, demonstrations, and so forth

When you prepare news releases, speeches, special events, displays, or other vehicles that will be used to communicate with the internal and external publics on behalf of a command's community relations program, use the skills in communication discussed throughout *JO 3 & 2*, in chapter 5 of this manual, and the "Special Events" section of this chapter. If you disregard or improperly use the facts gathered in the community survey when designing community relations communications, the efforts may result in mere publicity and no significant contribution to the program.

STEP FOUR–EVALUATION

The final step of the community relations program is the evaluation of results and the effectiveness of techniques used. You use this step to answer the questions: How did it go? Would it have been better if something else had been tried? This fourth step leads back to the first step, since it is rare that a community relations program ends abruptly once it has been set in motion.

In addition to measuring the bits and pieces of the community relations program, the overall program should be reviewed and results measured against the objectives determined in the second step. The end of a calendar year is often a significant opportunity for a public affairs staff to prepare an evaluation of its mission accomplishment. Some organizations publish a narrative history, documented with examples of significant public affairs activity. This type of analysis serves at least two purposes. It provides the public affairs office the opportunity to analyze public affairs efforts and determine the lessons learned for future reference. It serves as a vehicle to inform the key staff agencies, subordinate units, and commander of the significant accomplishments of the public affairs office during the previous year. If the analysis is to be used for critical evaluation of lessons learned, the sensitive elements of the study should be maintained for office use only, since their release could seriously impede the organization's relations with the public. *PA Regs* provides a general community relations checklist, or a modified version of it can be used to evaluate periodically a local command community relations program.

PLANNING THE SPECIAL EVENT

A special event is an event that is staged or conducted to dramatize a fact or convey a message to a public. This is an important definition, and one that you should learn.

Special events comprise news of a special type. A special event is not just a fact. It is a definite event, planned and controlled. Special events, then, are PLANNED NEWS, news that is planned to achieve increased public understanding and support for a command, the Navy, and the Department of Defense.

For example, take the launching of the first Polaris submarine. This could have been done with the utmost secrecy in order to hide the Navy's new capability from a potential enemy. Or it could have been done in a matter-of-fact manner whenever the process of construction had reached the proper moment for floating the new boat. Either method would have been efficient. Why was *USS George Washington* sponsored by the wife of the President of the United States and launched with waving flags, TV cameras, a band, and a wallop with the traditional bottle of champagne? Why didn't the Department of Defense adhere to complete secrecy or merely ignore the event?

Why bother with that type of event at all? The obvious reason is that the advantages of world-wide news media and the pageantry of the event outweigh any disadvantages. The launching of the *Washington* clearly showed the world that the United States had added a lethal weapon to its defense force. And since the weapon, once operational, would have to be concealed in order to be effective, the special event served the essential purpose of proving that the weapon did exist. As a side effect, the launching also gave recognition to the men in the Navy, to industry specialists who designed and engineered the Polaris system, and to the management and workers of the shipyard as well as all the associated contractors. It vividly dramatized the importance of seapower in a rapidly changing world and improved the morale of Navymen ashore and afloat. But its chief purpose was to make the deterrent effect of that weapons system a reality.

On a smaller scale, it is a special event when the captain awards a letter of commendation, presents a Good Conduct Medal, or when a 20-year chief is piped over the side to join the Fleet Reserve. The man's multiple would be just as high on the next advancement exam if the medal were sent to him by guard mail, as long as the proper entry were made in his service record. And the chief's retainer won't go any further at the supermarket just because all hands turned out to see him off. In both cases the event is staged for its morale effect to reward good men for faithful service and to encourage others to serve as well.

TYPE OF SPECIAL EVENTS

Special events in which Navy participation is authorized and sanctioned include a multitude of happenings, all of which are described in detail in *PA Regs:*

- Parades
- Fairs
- Band concerts

- Celebration of Navy anniversaries, national holidays, and military observances
- Fund-raising events
- Meetings, conferences, and public appearances of naval personnel
- Aircraft and parachutists flyovers, displays, and demonstrations
- Open house, tours, and ship visits
- Participation by athletes, teams, bands, color guards, and other Navy units in sports events
- Navy speakers (see chapter 5)
- Orientation and guest cruises in ships and aircraft
- Exhibits
- Navy art shows
- Official honors and ceremonies such as VIP arrivals, ship launchings and commissionings, changes of command, award presentations, retirements, and dedications
- Staging of Navy demonstrations
- Official civil ceremonies such as inaugural parades for U.S. presidents and state governors
- Ship visits to foreign ports

The planning and execution of most of the above events are governed by complicated, technical DOD and Navy Department policy guidance. This policy is constantly changing. Make sure you have at your disposal and are familiar with all current rules and regulations referred to in the references cited above when you are engaged in special events activity. There are also many varied administrative procedures involved, such as a detailed request forms for Armed Forces participation in public events, reports, and records.

For example, flyovers by military aircraft at civilian public events may seem simple events to arrange. "It's just a few planes buzzing a field," might be your first thought. There's a bit more to it than that.

Civilian sponsors for military flyovers of off-base civic events must forward their request to the Department of Defense for consideration. While the various military services may approve flyovers on military installations, ASD(PA) is the only authority for approving flyovers in the public domain.

There have been past occasions when off-base flyovers were promised or flown in violation of current directives. Additionally, the military services have varied in their interpretations of who may approve flyovers.

This lack of common interpretation has led to inconsistent responses to civilian sponsors, resulting in embarrassment to the Defense Department. Violations have involved participation in events that did not meet the basic criteria outlined in *PA Regs* were more than regional in interest, or involved more than one service. The occasions or events for which flyovers can be approved by DOD are clearly defined in *PA Regs.* Unlike other types of participation, insurance is not required and the sponsor has no financial obligation.

Public affairs people must be thoroughly familiar with all regulations before even discussing participation with a sponsor. The sponsor must not be left with the impression that the flyover is committed before he receives official approval from the military department or DOD level.

To prevent misunderstandings, civilian sponsors should be provided with a copy of the format for requesting Armed Forces flight and parachute teams when they request a flyover. A copy of the form is provided in the *PA Regs.* The public affairs officer can forward the checklist through proper channels to CHINFO, or the sponsor may submit the request directly to OASD(PA). In either case, the request should be submitted to arrive in Washington 30 days before the event is scheduled.

The sponsor should be informed that his request must meet the basic criteria. Only under rare circumstances will DOD approve an exception to policy in the case of flyovers.

From the very beginning, any flying commitment must be planned and executed by the operations staff. No promises, commitments, or arrangements which bear on the flight operations should be made without formal concurrence of the operational staff. This coordination, of course, is done by much higher authority than the public affairs staff.

The flyover and ground display of aircraft and related events have always been crowd-pleasers and an effective public affairs tool. But under-estimating the amount of coordination required and "skirting the book" can only lead to embarrassment for all concerned.

A Special Event Case Example

The Naval District Washington Public Affairs Office was confronted with several unique problems when it was directed to establish a command information bureau (CIB) to provide news releases about Navymen participating in the 1969 Presidential Inauguration.

A formal Navy Inaugural CIB had never operated before. While examples of other CIB plans were available, this one would involve unique problems for the news teams which were required to gather the information and shoot the photos for dissemination—a problem like the 1700 participating Navymen who were scattered all over the city in various phases of the Inaugural festivities. And access to these men would be severely hampered by huge crowds, closed streets, last-minute position changes (sometimes several blocks), or enough FBI, Secret Service, and police security lines to defend the city.

This CIB had to be organized from the ground up. Planning began in late November 1968. After several meetings of the PAO staff, tackling the aspects of this CIB, a Chief Journalist began putting the plan on paper. Working from *PA Regs* and other CIB plan examples, the chief completed the plan just before Christmas.

A letter of instruction (LOI) was written and, with the CIB plan (see Appendix III of this manual) and a personnel assignment annex as enclosures, it was distributed 3 January to all naval acitivites in the Naval District Washington.

MANPOWER.—While the CIB plan was being formulated, the public affairs officer began rounding up additional manpower to supplement his own staff. He required highly trained and experienced personnel in the field of newswork and public relations due to the difficulties expected in on-scene coverage.

The PAO was able to obtain seven reservists for their two-weeks' active duty training. In addition, four area reservists, two active duty officers from CHINFO and a Navy-employed civilian volunteered to work during the period of heaviest coverage—over Inauguration weekend and the day of the ceremonies, 20 January.

Personnel on the PAO's regular staff were assigned to three offices. One JO and a PH operated full-time out of the CIB. Another PH/JO team remained in the District Public Affairs Office with the assistant PAO and a secretary to handle the usual work and to cover the district commandant's participation in the Inaugural.

In addition, a JO, a PH (TAD from another command) and a secretary were assigned to a sub-CIB, established in the Inaugural Committee's headquarters in downtown Washington in the office of the Military Publicity Committee. The PAO rotated among all three shops.

To obtain the desired coverage of Navy personnel, JO/PH teams were dispatched from the CIB to cover the Inaugural All-American Gala on 18 January, the Governors' Reception on 19 January, and the parade rehearsals.

On Inauguration Day, eight 2-man teams were stationed at predetermined points in the parade staging and assembly areas, along the parade route, and, that night, at the Inaugural Ball. The use of two-man JO/PH teams worked well and is recommended for any CIB where an adequate number of personnel is available. In this case, the PAO's staff and the reservists, supplemented by volunteers, provided plenty of manpower. In all, there were 25 persons (11 active duty, 11 reservists, and three civilians) manning this CIB.

Any command forming a CIB should not overlook using reservists from the public affairs companies or PR-trained people from any reserve unit (see *PA Regs).* Reserve PA companies have a wealth of experience and talent available. The senior member of the ACDUTRA reservists for this CIB had more than 20 years' experience in the public relations field–including radio and television work.

Other reservists included the public relations manager of a large corporation, a public relations assistant for one of the largest retail chains in the world, and two who worked for the U.S. Information Agency.

EQUIPMENT.–Both the CIB and a photo lab in the same building were available for operation on a round-the-clock basis.

Adequate photographic coverage would not have been possible without the personal cameras of the men on the teams. The equipment on hand in the district PA shop–and in most shops for that matter–is just not sufficient to put 16 photographers in the field. Advance preparations are a must to ensure that enough photo equipment will be available.

One piece of equipment which proved invaluable to successful operation of the CIB was planned for well in advance. In early December the PAO and a reserve officer employed by the GAF Corporation arranged for the loan of an automatic print processor (GAF Model 1207 Transflo processor). The CIB used it extensively, saving considerable time and manhours.

While other CIBs may not have such sophisticated equipment available (the machine costs around $10,000), it is extremely important to have facilities for fast processing of film and prints to ensure timely news releases.

OPERATION.–Once the LOI with the CIB plan had been distributed, a telephone watch was set up at CIB headquarters. Up to 13 January, when the first reservists reported aboard, the CIB was manned only by a skeleton crew to enable the other public affairs personnel to continue their regular tasks.

The six-day period prior to Inauguration Day was devoted to scheduling assignments and processing of all releases obtainable in the pre-Inaugural phase. About 30 stock releases were prepared that required only insertion of a paragraph or two of individual copy.

An overall story on Navy Inaugural participation was prepared and distributed. It was picked up and used by the Associated Press. A photograph of Navymen in the massed flag section (all state flags) during parade rehearsal was used by the *Washington Post*.

The sub-CIB at Inaugural Headquarters prepared all information on Navy units and key Navy personnel for the official Inaugural Parade Plan, covered the final press conference prior to the Inauguration, and photographed Navy personnel working on various committees at the Inaugural Headquarters.

In all Presidential Inauguration events, security is, of necessity, very tight. Obtaining proper credentials to cover many of the events was practically impossible. But with a little ingenuity the PH/JO teams were able to overcome most obstacles. Wearing the Navy uniform helped in many cases.

By on-the-spot contacts and other means, the teams were about to cover nearly all events that involved Navy participation. At the Governor's Reception, for instance, the photo team contacted the Military Aides Committee representative, gained admission, and photographed the governors with the Navy officers serving as their military aides, and, in some cases, the Navyman driving for the governor.

At the Inaugural Ball, the Navy team arranged to have their names included on the admittance list with the Navy Band that provided the music. Thus the team was able to cover all Navymen in attendance, in addition to the band's performance.

Another team used two seats in the bleachers along the parade route to photograph all parts of the Inaugural Parade that included Navymen.

In all, the CIB distributed nearly 1200 news releases (about 500 with photos) on Navy units and individual Navymen participating in the Inaugural. These went to news media ranging from TV networks, national news magazines, and major metropolitan newspapers, to home town weeklies, Navy newspapers, and ethnic publications.

PINPOINTING THE PUBLIC

Special events inform or educate the publics at which they are aimed, and they help to cement community relationships. They call attention to new developments, new programs, anything that is new and significant in the Navy. Most important of all, special events should be used to emphasize themes in support of community relations objectives.

A special event should be aimed at one or more specific audiences or publics. These may include the internal public, the community, regional, national or international audiences, or special publics.

The Internal Public

Navy personnel and their dependents or civilian employees of the Navy should be kept up to date when possible. Events aimed at internal audiences include family cruises; ceremonies opening new facilities on a base, such as a new Navy exchange, recreation buildings or barracks; athletic events; and most award ceremonies.

The Community

Participation in local celebrations, assignments of speakers and marching units in the vicinity of the installation, open-house, most air shows, local exhibits and similar events are aimed at a community audience.

Regional, National, Or International Audiences

A Navy exhibit at a state fair, well publicized launching and commissioning ceremonies, unveiling of new weapons, special demonstrations, allied exercises and operations, and other major events carry the Navy's message to audiences far removed from the event itself. In this sense Navy special events often play a part in demonstrating our capabilities and the firmness of our country's policies to our friends, potential enemies, and neutral nations.

Special Publics

Navy participation in professional or technical meetings; assistance to youth groups, such as Boy Scouts or Sea Cadets; and programs conducted for specific organizations such as the Navy League or veterans groups reach people with special interests, regardless of geographical distribution.

Practically every event affects more than one of these publics. It is a basic principle of public relations, however, that everything you do should be done for a specific purpose and with a specific audience in mind. For this reason, and because the rifle approach is almost always better than the shotgun, it is good to have specific publics in mind when you're planning a special event.

SPECIAL EVENTS POLICY

The Navy's policy regarding participation in special events is clearly stated in *PA Regs.* Broadly speaking, the Navy may participate in events sponsored by the local community or by national organizations when such participation will benefit mutually the Navy and the public; when participating can be arranged without interfering with operations or training; when the requested support is available within the command requesting it; and when the Navy support part will not benefit directly an individual or commercial concern and can be provided at no additional expense to the government. Most local organizations are under the misunderstanding that, if the military provides support, its free. However, all expenses above the regular cost to the government must be met by the requesting sponsor. *PA Regs* gives completed details of the condition under which participation will be authorized and the level of command at which such participation authorization may be granted.

ARRANGING SPECIAL EVENTS

There are specific techniques that apply to each type of special event, and it would be impossible in a manual of this kind to say everything about all of them. There are, however, certain basic steps in planning and carrying out such events. The senior Journalist should know these basic procedures, for there are many tasks in virtually all phases of special event work which the public affairs officer may delegate to you. In a command where there is no full-time public affairs officer, a senior

Journalist may be the only person with the knowledge and skills required to plan and execute successful special events. In this case you will be an important advisor to the project officer, the executive officer, or the skipper.

Objectives of a Special Event

The first step is to clarify the objectives of the event. Our definition states that special events are events staged to dramatize a fact or convey a message. If the event is actually staged primarily for this purpose (an open house, an exhibit, a parade, or an award ceremony) the objectives of the event dictate the details of planning. Within reasonable limits, items that conflict with these objectives can be changed or eliminated. If the event has been scheduled for some other purpose–as when a guest cruise is arranged to take advantage of a regularly scheduled training exercise or routine ship movement–operational considerations normally take precedence and public affairs plans must be built around them.

Only when public affairs aspects are of major importance–as when a fleet exercise is being combined with a demonstration for high ranking officers or VIP civilians, or when an exercise overseas is planned partly as a demonstration for people of allied nations–are such operational plans likely to be modified in favor of PA objectives.

Such decisions, of course, are made at the highest levels, often by the staff of the fleet commander-in-chief. The Journalist is rarely concerned with them. On the more immediate level where the event is carried out, however, you will often find yourself involved in the detailed planning of special events. When this happens, you should ask, "Just what are we trying to accomplish?" Even small special events require detailed planning and time-consuming, hard work on the part of many members of the staff. Clarifying objectives early in the planning process ensures that this work is not wasted.

Planning

There is no single formula you can use to plan all special events. Certain guidelines can be followed, however, and the process is not too different from the planning process an operational commander goes through in analyzing his mission, estimating his tactical situation, making a command decision, and drawing up the directive to ensure that his forces carry out the mission.

The process starts by stating in broad terms what you are going to do and why. For example:

- This ship will conduct a dependents' cruise on 4 July in order to increase dependents' understanding of our duties and thereby enhance morale.

- This station will hold open house on Armed Forces Day in order to increase public awareness of the importance of seapower and to further our community relations objectives.

- The captain will present Good Conduct Medals and advancement certificates after inspection Friday morning in order to reward recipients and encourage others to achieve similar recognition.

- This ship will embark 10 Secretary of the Navy guests while enroute from San Francisco to Pearl Harbor in order to further the objectives of the Guest Cruise Program.

- A group of community leaders will be flown to the U.S. Naval Academy for an orientation visit in order to build support for recruiting efforts to induce outstanding young men of the community to apply for academy admission.

Statements such as those above will help you keep your eye on the target in later phases of planning. It will probably appear in an early paragraph of your planning directive, if the event is big enough to require one.

Next, consider the facilities you have at your disposal. These may include ships, planes, and lesser hardware at a major event, portable items used in exhibits, and such live participants as speakers, marching units, bands, and color guards. Along with these "attractions," consider the working facilities you have at your disposal: the size and capacity of your own office; logistic support in the nature of guides, transportation, bleachers, brochures and other printed matter; and the countless minor items that take time, talent and usually money to produce, but which are indispensable in a major special event.

It is only after you examine your event and its objectives in light of these available facilities that you are ready to decide just how much can be done and who will carry out what tasks.

At this point nothing is more important than attention to detail. An event of major proportions may be a miserable flop if only one detail is omitted from the basic plan. The results of a poorly staged public event might include adverse publicity on a local, national, or international scale.

Consider, for example, the embarrassment of Olympic Games officials in the following incident recounted from *Coronet Magazine* in November 1956: "The officials were embarrassed because in making plans some one had overlooked the details involving the entrance of the traditional torch bearer. When the famous Finnish miler, Paavo Nurmi, appeared at the gates of the Olympic Stadium in Helsinki, he was denied entrance. His torch had been lit in Athens and passed by 15,000 other runners and finally to Nurmi at the stadium. At the end of the colorful pageantry and fanfare, Nurmi was scheduled to appear, but the police kept him standing in his track suit before the stadium gates. At last one of the dignitaries recognized the famous runner with the torch and gave him entrance."

It is equally embarrassing when plans fail to provide for clearance of visiting dignitaries into the VIP area, for delivery of brochures to the distribution point, for media parking, for properly briefed escorts, for advance clearance for media representatives to board boats or helicopters, or for any other essential details. All these things can be planned far more readily when the directive is being written than when left until the last minute. When a planning directive clearly outlines what is to be done and who is to do it, execution becomes easier.

Executing The Plan

The next step is executing the plan. Operations Personnel call this step "supervising the planned action," and the operational planning manuals say that the best way to do this is to start with a good plan.

In a major event, it is important that someone be designated to coordinate public affairs matters and that he be relatively free of other duties. If the event involves operations, operational and public affairs planning should have been carried on together and the PA aspects covered in a public affairs annex to the operational directive. If the event is a major one ashore, one command directive probably will include all details, including public affairs, security, and logistics.

Evaluation

The fourth major step is to evaluate the event. This step is as important in public affairs as an exercise critique is in operations. The Journalist, with his media skills and public information know-how, is an ideal person to help the command and the public affairs officer evaluate special events. After each such event, before you get deeply involved in the next event, ask–and try to answer–a few questions. Did this event accomplish its objectives? If so, why; if not, why not? Did everyone know just what his duties were and carry them out properly? What, if anything, could have been done that wasn't done? What kind of media coverage did we get? Did this event help or hurt our media relations, our community relations, our internal relations? How can we do it better next year?

In a major event, it is appropriate for the coordinating command to request formal or informal reports from subordinate commands. It is always a good idea to check with participants, the photo lab, media people who covered the event, and anyone else who was concerned to find out what was well done and how things could have been made to run more smoothly.

Reports

Evaluation is quite useless unless it is put down on paper. So the final step is to prepare the report(s). This should always be done unless it is obviously unnecessary. Your report may be nothing more complicated than a memo sending the skipper a clipping from the local paper, or it may be a letter to higher authority enclosing copies of your plans, clippings, and photographs. In either case, the primary purpose of such reports is to show what has been accomplished and to submit recommendations for future events of a similar nature. Reports that do nothing but pat you on the back and tell your superiors what a wonderful job you did are generally worthless.

All required reports in connection with a particular special event are detailed in the appropriate sections of *PA Regs*.

Special Events Checklist

Appendix VI of this manual contains a general special events checklist adapted from *PA Regs*. It is recommended that you study the entire checklist before you use it for specific occasions. After study, you may prepare your own checklist, using pertinent items and adding others of your own choosing.

CEREMONY PREPARATIONS

Let us go back a few pages to that awards ceremony where the skipper is going to pin a Good Conduct Medal on someone's chest. We will assume there are five petty officers receiving various awards: two Good Conduct Medals, one advancement to first class, one appointment to chief, and one letter of appreciation to a chief transferring to the Fleet Reserve. The captain wants to present these awards and promotion certificates Friday morning after inspection. The public affairs officer is on TAD and you are responsible for coverage, plus any "arranging" that the event requires.

This is a very simple event. The crew will be paraded at quarters. Maybe you have a band. If you're ashore and have a bit of room, all hands may pass in review as part of the ceremony. You probably have a small platform and you'll need a public address system.

What are your objectives? The captain wants to praise these petty officers publicly by rewarding them for good service and to encourage the non-rated men in the crew to work for advancement. This means that your plans should ensure:

- That the skipper makes each award individually and speaks to each man

- That all hands can hear, and if possible see what is going on

- That the event is covered by the ship or station newspaper

- That releases are made to home town media

This is easy. You send one of your junior JO's to the personnel office for the names and locations of the men concerned. He then gets basic home town data on each one, supplementing this with an interview to make sure he doesn't miss any good feature material. If you get this information beforehand, there is nothing to prevent you from preparing your story material Thursday afternoon. Then, if all goes according to schedule, you can distribute the release by Friday noon instead of leaving them till Monday or having to work on the weekend.

Go over the plans for the event with the exec or the personnel officer, or perhaps the skipper himself. Make sure the men to be honored have a place to stand during the first part of the ceremony, that they arrive front and center in the same order as the awards will be handed to the captain, that the whole thing takes place in front of the microphone, and that your photographer will be able to get a shot of each man with the skipper, with the award recipient's face clearly identifiable. One way to slow the captain down a bit is to furnish him a bit of the background information you have on each man. Then if he will pause and say a few words to each man, you have a chance to get the shot. Or if he has a citation to read, the photographer can use this time to get ready for the next picture. If experience with this particular skipper or location has already proven that it is impossible to get good pictures at the actual event, arrange to shoot an individual photo of the awardee. The individual picture can range from an informal portrait of the recipient in his working environment to a standard head and shoulder shot. Then you can settle for one overall shot during the ceremony.

Major Events

If the event is more complicated, of course, so is your job. At a major event you have to consider many more problems than just home town coverage of a few petty officers. These may include some of the following:

- Deciding just what the program will be and establishing an order of events
- Drawing up a guest list and perhaps preparing written invitations or the form for a printed invitation
- Making a seating plan for participants, VIP guests, and the general public, and possibly providing transportation or parking, or both
- Arranging Navy photo, press, and radio/TV coverage
- Putting out advance news release and invitations to media to cover the event
- Escorting newsmen and providing them vantage points from which to do their jobs.

Obviously, you can't do all this yourself. The best plan is to draw up a command directive appointing a coordinator or project officer and assigning tasks to appropriate subordinate commands or members of the staff. This does not relieve the public affairs officer or senior Journalist of any of the work, but it gives you all the authority you need to do your job. Your command planning directive might look something like figure 4-1.

With this as a working document, the public affairs office "has it made." There is no reason why you should worry about a VIP's lunch, parking arrangements, or the other details that are properly the concern of others in the command. The Navy way is to give these problems to the appropriate department heads—just as an OpOrder gives tasks to a task unit—and let them carry the ball.

Arranging News Coverage

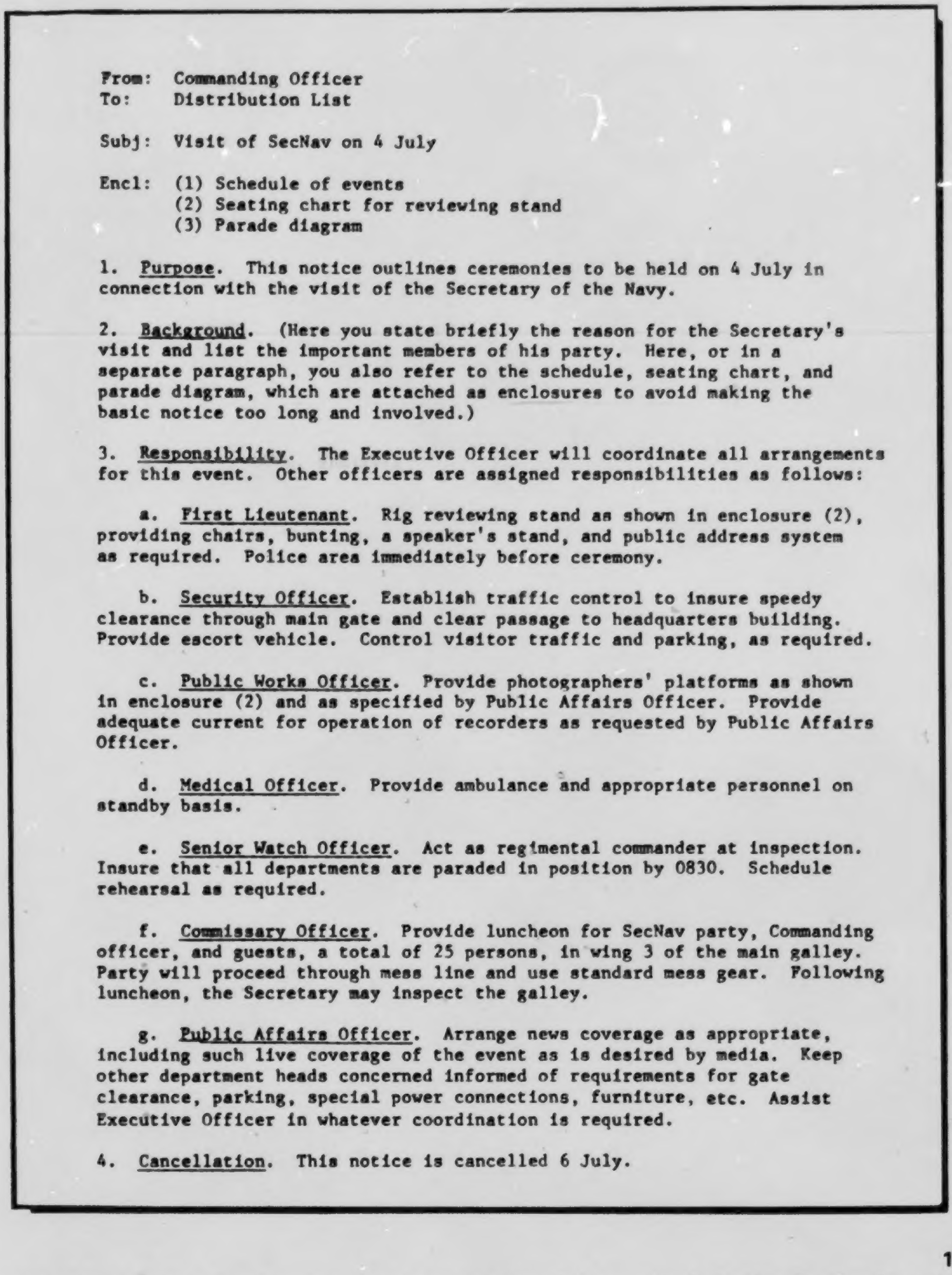
To start with, there are advance releases to be made and the local media must be informed that they are welcome to cover the event.

In the hypothetical case used in figure 4-1 responses have come in from two local morning papers and one evening paper. One of the morning papers is also covering for UPI. AP is sending its own man. Two TV stations are sending newsfilm photographers who plan both silent and sound-on film coverage. Three radio stations are also going to record the whole event, later editing their tape down to short inserts for news broadcasts.

Your office staff consists of the public affairs officer, yourself, a JO3, two JOSNs, one of whom isn't a DINFOS graduate, and a PH2. The boss has a civilian secretary who does not like to work on holidays.

While the public affairs officer is busy working on guest lists and seating arrangements with the exec, you start laying out your requirements for space, furniture, and power. You will have four movie cameramen, two from each TV station. Each station will have a man with a sound camera on a tripod. These men will need fixed positions in front of the reviewing stand where they can get a good view of the Secretary and also pan around to the troops on the field. The stands have to be sufficiently solid so that cameramen can use telephoto lenses, which magnify the smallest camera movement. At the same time, you do not have a fantastic sum to spend on them, and you don't want the cameramen right in front of the reviewing stand where they obscure the Secretary's view of the field.

PRESS PLATFORMS.—Public Works should build good, solid platforms about 8 x 8 feet and about as high as the floor of the reviewing stand. These should be placed at 45 degree angles from the center of the stand, far enough back so that they are not too obtrusive and where they won't interfere with the movement of troops. At an even bigger event, these might be made of piping or lumber and be two or three stories high with at least two camera levels. Find out from the stations just what power they need to operate



From: Commanding Officer
To: Distribution List

Subj: Visit of SecNav on 4 July

Encl: (1) Schedule of events
(2) Seating chart for reviewing stand
(3) Parade diagram

1. Purpose. This notice outlines ceremonies to be held on 4 July in connection with the visit of the Secretary of the Navy.

2. Background. (Here you state briefly the reason for the Secretary's visit and list the important members of his party. Here, or in a separate paragraph, you also refer to the schedule, seating chart, and parade diagram, which are attached as enclosures to avoid making the basic notice too long and involved.)

3. Responsibility. The Executive Officer will coordinate all arrangements for this event. Other officers are assigned responsibilities as follows:

a. First Lieutenant. Rig reviewing stand as shown in enclosure (2), providing chairs, bunting, a speaker's stand, and public address system as required. Police area immediately before ceremony.

b. Security Officer. Establish traffic control to insure speedy clearance through main gate and clear passage to headquarters building. Provide escort vehicle. Control visitor traffic and parking, as required.

c. Public Works Officer. Provide photographers' platforms as shown in enclosure (2) and as specified by Public Affairs Officer. Provide adequate current for operation of recorders as requested by Public Affairs Officer.

d. Medical Officer. Provide ambulance and appropriate personnel on standby basis.

e. Senior Watch Officer. Act as regimental commander at inspection. Insure that all departments are paraded in position by 0830. Schedule rehearsal as required.

f. Commissary Officer. Provide luncheon for SecNav party, Commanding officer, and guests, a total of 25 persons, in wing 3 of the main galley. Party will proceed through mess line and use standard mess gear. Following luncheon, the Secretary may inspect the galley.

g. Public Affairs Officer. Arrange news coverage as appropriate, including such live coverage of the event as is desired by media. Keep other department heads concerned informed of requirements for gate clearance, parking, special power connections, furniture, etc. Assist Executive Officer in whatever coordination is required.

4. Cancellation. This notice is cancelled 6 July.

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Figure 4-1.–When planning a major event, there is no substitute for a command planning directive that appoints a coordinator and assigns tasks to appropriate subordinates.

their equipment and see that Public Works gets the requirements.

The radio men will also want fixed positions, preferably a table for each station with two or three chairs, enough for an announcer, an engineer, and perhaps a director, assistant engineer, or second announcer. These should be far enough apart so that one station will not accidentally pick up another announcer's voice. Again, check with the station to make sure of power requirements. Try to have TV and radio men there early enough to test microphone placements in advance of the event.

Newspaper photographers and newsfilm cameramen will want freedom to move around. You will also have a Navy still photographer on the field. You don't want to impede their movements unnecessarily; at the same time, be aware that too many photographers can mar what is planned as a dignified military ceremony. Depending on the nature of the ceremony, the space available, and the number of media involved, you may want to set up specific ground rules for these mobile cameramen. These rules may include the establishment of a pool arrangement where each organization works from a fixed position and all the film is available to all participants. Pools are not particularly popular with newsmen, who are in a competitive business and don't want to end up with the same pictures the competition has. But they are better than no coverage at all, and they are almost always acceptable in a pinch. The ground rules for all phases of special event coverage should be drawn up [illegible] in advance, however. Newsmen who co[illegible] a major event expecting complete [illegible] and ideal facilities will not be anxio[illegible] to your next show if you impose [illegible]ictions and unwanted pool arrangements on them without warning. They will be especially upset if they feel the restrictions were unnecessary.

The reporters, of course, pose less of a problem because they want to see the entire event. They will want advance copies of speeches, and if none are available in advance, they will want copies immediately afterwards. They may want to interview important personalities, certainly the VIP and immediately after the event they will need typewriters and telephones.

MISCELLANEOUS ITEMS.–Media should be provided with car passes or parking stickers in advance, and you should make sure the gate and the traffic control men have been sufficiently briefed that they will recognize and honor those items.

Detail the JO3 to work with the sound cameramen, whose requirements are greatest, and let one JOSN stand by to help the radio men. The other JOSN will have to miss the show. Somebody has to stand by the office phone. The PH is out there with photographic equipment and you and the PAO are available to solve any problems that come up.

Because the event was planned to permit maximum coverage and coordinated fully with coverage intelligently arranged with much attention to detail, everything ran smoothly. The radio men got their tapes. The TV cameramen got their film. The press had stories and stills, and the reporters talked to SecNav, then phoned their stories from the public affairs office. The PAO furnished a few cups of coffee, but fortunately everybody had to get back to their offices and couldn't stay for lunch. The evening paper and both morning papers carried pictures and stories. Each wire service moved a couple of hundred words. The radio stations ran tapes on their evening shows. Both TV stations showed film footage and one fed it into a network newscast. The skipper told the project officer he did a fine job of coordinating, and the word was passed down the line.

IMPORTANCE OF DETAILS

Whatever the event, there is no substitute for attention to every detail, no matter how insignificant some details may seem. A visitor to an exhibit or open house, the guests at a commissioning ceremony, or guests on an orientation cruise should never catch the Navy unprepared. Just as when a ship is replenishing at sea or an amphibious force is assaulting a beach, every detail should be thought of and every contingency provided for in advance.

When you have planned and organized your show well, it fits the definition of a special event, an event that is staged or conducted to dramatize a fact or convey a message to a public. As far as special events are concerned, special arrangements will help you drive home your message.

Devices are especially important on guest cruises and similar orientation visits. They include such things as special name tags, place cards, identifying caps or pins, booklets, wallet cards, humorous awards, and other souvenirs. Their value is threefold:

First, they represent that added touch that shows that the Navy wants to be more than a good host.

Second, in many cases they contain in capsule form the message the event is designed to get across.

Third, they serve to remind the Navy guest of his pleasant and usually very educational experience with the Navy.

Identification Tags

When a group of guests comes aboard a ship or station it is always a problem to identify individuals and to ensure that people, baggage, and transportation are routed to the right places at the right time. This problem can be licked if a list of guests is made out well in advance, and if billeting and transportation arrangements are made before the guests arrive.

If the group is relatively small and will not be broken into other groups, billeting is less of a problem. Ensure that a list of names or room numbers is furnished the quarterdeck, wardroom attendant, commanding and executive officers, and others who should have the information. If guests are to be billeted with the ship's officers, try to get some information on each guest to the officers concerned. A guest will feel more welcome if his roommate knows he is coming.

If guests' baggage is to be moved any distance by a working party, have baggage tags already made out with each individual's name and billet number. Anyone who has traveled any distance will appreciate having his baggage delivered to his room promptly so that he can clean up before beginning the strenuous orientation program the command may have laid out for him.

If your group is large and you want to break the guests into a number of sub-groups, use different colors for each group's baggage tags.

The color scheme can be followed in making out lapel identification tags, place cards, identification signs for buses, boats, or aircraft, or any other types of identification or direction devices you may use.

By all means encourage guests to wear lapel tags. These should be large enough so that they can be read at a distance of about ten feet. Include each guest's profession or business and home town as well as his name on these tags. Suggest that the guests wear them on their RIGHT lapel. This way the tags can be read easily when the guests are shaking hands. Tags on the left lapel are nearly invisible in this position.

Booklets and Programs

People coming aboard ship for a guest cruise or even for a simple open house like to know what is happening and to have something to take away with them. For this reason, no event of this type is complete without a program.

The easiest type of program to prepare for an open house is a special edition of the ship or station newspaper. Devote most of the front page to the event and print a program there or on the back page. If appropriate, print a map on the back page showing the location of major points of interest and routes to follow. The remainder of the issue can be devoted to the usual content of the paper.

For small groups, one simple program should contain only the information a guest needs without snowing him under a mountain of superfluous information. By printing successive sections on different size pages and indexing each section at the bottom of its first page, the command has prepared an attractive book with a great deal of useful information arranged for ready reference.

Some commands compile attractive photo brochures for VIP groups that serve both to emphasize the objectives of the cruise or orientation visit and also as a souvenir of the event. Photographic coverage is carefully planned in advance and the best shots are selected and printed in the finished book. Sufficient margin should be left on the left side of the photos for binding.

Captions emphasizing the message the command wants to plug are prepared to accompany the photos.

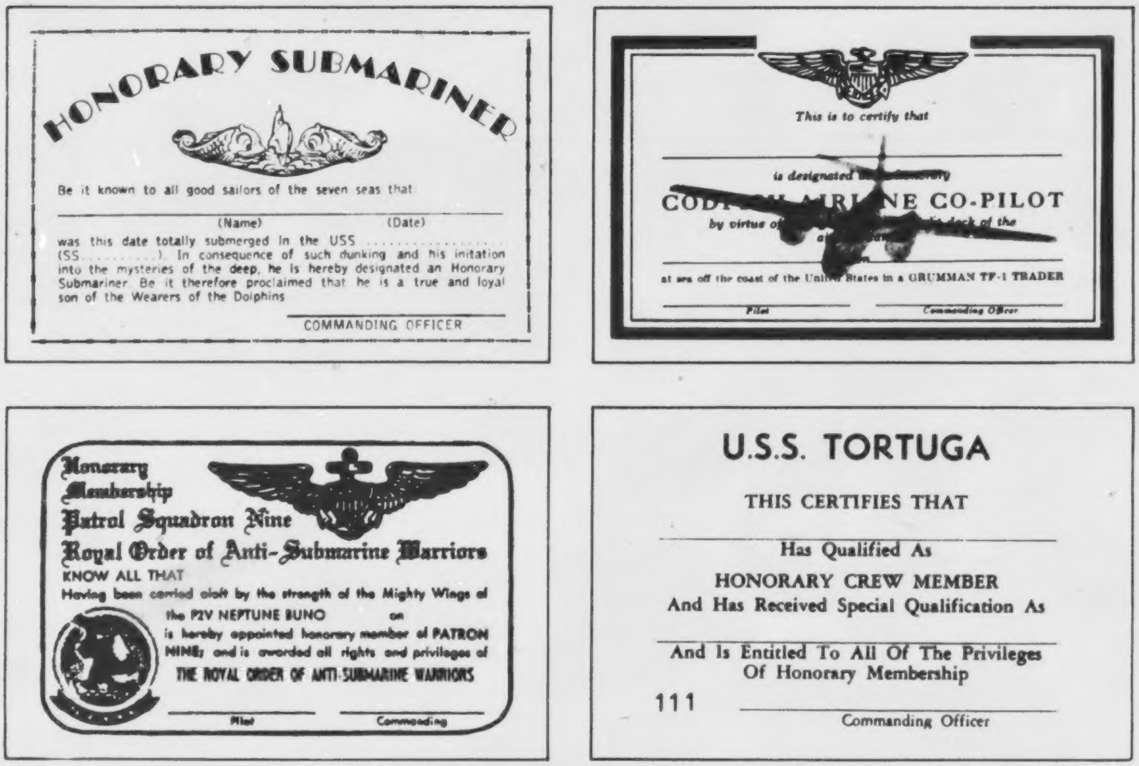
The next step is to dry-mount the pictures and captions so that when the booklet is assembled the caption will appear facing the appropriate photograph. If the job has been done correctly, each page is trimmed individually. This is done with the photo-side up, since its dimensions are more critical than those of the caption. The first cut is made on the right side, making sure it is exactly parallel to the left margin. Then trim the top and bottom, and the pages are now ready for binding.

Covers for the book can be made of commercial display board which can then be covered with felt paper if desired. Your covers should be cut larger than the inside pages of the book so as to protect the pages.

The booklet is then bound with commercial punching and plastic binding equipment available at many commands. The finished book is mailed to the guest a week or two after he leaves the command. The captain—or perhaps a flag officer—signs the forwarding letter which tells him it has been a pleasure having him aboard and expresses the Navy's hope for his continued interest in naval affairs.

Souvenirs

There is virtually no limit to the types of souvenirs that can be used in special events, many at little or even no real cost. Some commands add the cost of such mementos to



HONORARY SUBMARINER

Be it known to all good sailors of the seven seas that

(Name) (Date)

was this date totally submerged in the USS .... (SS..........). In consequence of such dunking and his initation into the mysteries of the deep, he is hereby designated an Honorary Submariner. Be it therefore proclaimed that he is a true and loyal son of the Wearers of the Dolphins

COMMANDING OFFICER

This is to certify that

is designated [illegible]

COD[illegible] AIRL[illegible]NE CO-PILOT

by virtue of [illegible] deck of the

a[illegible]

at sea off the coast of the Unit[illegible] States in a GRUMMAN TF-1 TRADER

Pilot Commanding Officer

Honorary
Membership
Patrol Squadron Nine
Royal Order of Anti-Submarine Warriors

KNOW ALL THAT

Having been carried aloft by the strength of the Mighty Wings of the P2V NEPTUNE BUNO on is hereby appointed honorary member of PATRON NINE; and is awarded all rights and privileges of

THE ROYAL ORDER OF ANTI-SUBMARINE WARRIORS

Pilot Commanding

U.S.S. TORTUGA

THIS CERTIFIES THAT

Has Qualified As

HONORARY CREW MEMBER

And Has Received Special Qualification As

And Is Entitled To All Of The Privileges Of Honorary Membership

111

Commanding Officer

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Figure 4-2.—Wallet-size cards are relatively inexpensive and make cherished momentos.

the guests' mess and entertainment bills, with the knowledge, of course, of the guest, who usually are pleased to know that neither the taxpayers nor the ship's crew are digging into their pockets for these costs. Some commands use baseball caps with the command's name or emblem embroidered on them.

Paperweights or desk ornaments can be fabricated from scrap materials such as flight deck planking or aircraft metal. Many commands make up wallet-size cards identifying the guest as an honorary destroyermen, submariner, plankowner, or a veteran of a particular operation. (See figure 4-2.) One command awards a "Lavender Heart" medal to any guest who suffers an injury, such as a bruised forehead or shin suffered in passing through a hatchway.

CHAPTER 5

ORAL AND VISUAL COMMUNICATIONS

Speechmaking is a vital part of the Navy's public affairs program. Every time a naval representative talks to an American Legion post or a chapter of the Jaycees he carries a message—the story of the Navy. For 5, 10 or 15 minutes he has the undivided attention of his audience, usually an audience made up of people of some importance in the community. If he makes a good speech, if he says something worth saying, he makes an impression upon that audience. What the speaker says will be reacted upon. Even with relatively small groups, personal presentation of the Navy's case is still the most effective means of gaining community cooperation.

A speech is one of the most common types of special events, one that calls for skill in writing and presentation as well as in attention to arrangement details.

From the Navy's point of view, a speech is made for one purpose: to transmit a Navy message effectively to the largest number of influential people.

Participation by naval personnel (officer or enlisted, Regular or Reserve) as speakers at public events is an effective means of informing the public, developing understanding and cooperation, and stimulating patriotic spirit.

Commanding officers may favorably entertain requests for speakers in cases in which other forms of Defense Department participation would be denied. For example, at his discretion he may give favorable consideration to requests for speakers at religious or fraternal gatherings or those sponsored by business and professional organizations. He may not extend this exception to partisan or political gatherings.

Department of Defense policy prohibits Navy speakers from appearing before segregated audiences where attendance at the event is barred to anyone because of his race, creed, color, or national origin, or if the groups sponsoring the events deny membership to any person because of his race, creed, color, or national origin.

The need for your ability to communicate ideas through the use of the spoken word ranges all the way from informal conversations with two or three individuals—such as newsmen, newspaper editors, public affairs staff members, and community representatives—to formal, structured situations such as periods of command information instruction, news briefings, guided tours, news conferences, talks to civic groups, or researching and writing speeches to be given by others.

As a senior Journalist, you may find yourself involved in speeches in any or all of three capacities: (1) as a "ghost writer," (2) as a speaking engagement arranger, and (3) on certain occasions, as the speaker. It is not the purpose of this chapter to make you a polished speaker. At the E-6 level you should be familiar with the fundamentals of speechwriting and be able to assist in the preparation of speeches to be delivered by others. However, in order to properly prepare yourself for speech writing and familiarizing yourself with all the details of arranging a speaker engagement, you should know something about the techniques of delivering a speech.

The purpose of this chapter is to provide you with material that may help you to plan and present talks to the civilian public, and which may assist you in the techniques and use of visual aids in presentations, in the writing of speeches to be given by others to community groups, and in the establishment and operation of a speakers bureau.

SPEECH PLANNING

There are several steps that may be used to help pave the way toward planning an effective presentation. These steps have been condensed from Navy Department Speech Research Branch materials and the teachings of the DINFOS Research and Oral Communications Department, which bases its curriculum on college speech courses. It has been proven that these steps have saved speech planners, writers, and presenters much time and anxiety in the preparation of oral and visual presentations. By preparation we mean the process of planning a talk before, during, and after the actual researching.

CLASSES OF SPEECHES

Every time a speaker faces a group of people, he must have a purpose in mind. This purpose is directly related to the response the speaker wants from his audience when he is through speaking. Speeches can be classified into several different types according to their general purposes and the desired audience reactions.

Speeches to Stimulate

When a speech is given to stimulate, you want your audience to be inspired, to be aroused enthusiastically, or to feel awe, respect, or devotion. Speeches commemorating events, such as Independence Day, Memorial Day, or Navy Day, and those given at rallies, pep sessions, and as keynotes to conventions usually have stimulation as their general purpose.

Speeches to Convince

When the general purpose of a talk is to convince, you attempt to influence the beliefs or intellectual attitudes of your audience with evidence and proof. Political speakers urge belief in their party's policies, philosophers attempt to convince people of the validity of their ideas, and advertisers strive to convince their listeners of the superiority of certain products.

Speeches to Actuate

The purpose of a talk designed to actuate is to obtain some definite observable action by your audience at a specific time. The fine line between a talk to convince and a talk to actuate stems from the fact that the talk to convince only attempts to change the mental processes of the audience, while the talk to actuate requires some definite action above these mental processes. A politician who asks you to go out and vote "yes" or "no" on a certain issue is an example of a speaker who is speaking to actuate. Navy recruiters, for example, attempt to actuate people to join the Navy.

Speeches to Entertain

A speech to entertain merely requires that the audience enjoy themselves. The purpose of most after-dinner speakers is to entertain.

Speeches to Inform

The object of a talk designed to inform is to have your audience know or understand something; to increase or widen their knowledge of your subject. Teachers lecture primarily to inform, foremen show their workmen how a certain process operates by informing, and, most important to you, officers in command keep their men up to date on current happenings in the Navy by informing.

Speeches to Secure Goodwill

Within recent years goodwill speeches have begun to play an important part in the public affairs of many business firms and organizations. The Navy recognizes it as a valuable tool for gaining public support. The opportunity for giving a goodwill speech occurs when a club or group asks a Navy representative to tell them about the command or its activities. Many goodwill speeches are made in foreign as well as stateside ports of call by senior naval officers.

This is the type of speech most often used in Navy public affairs work.

The goodwill speech is informative in character, telling, as it does, about the organization for which public support is sought; in another sense, its purpose is to convince or actuate, yet this purpose must be subordinated or even hidden. Paradoxically, the goodwill speech is an information speech, the object of which is to stimulate or to convince—a sort of hybrid. Although the primary purpose is to secure goodwill, this object must not be the apparent purpose. So far as the audience is concerned, the purpose must appear to be primarily informative (or sometimes persuasive, urging common action toward a common goal).

Speeches to Introduce

There are many occasions which will call for you to introduce a speaker; guest speakers at command briefings, training sessions, open houses, news conferences and news briefings, and public meetings. In addition, it is often necessary for you to write a speech of introduction to be given by another person. It is always wise to anticipate the need for you to prepare an introduction as an aid to the program chairman, to introduce your officer in command or other naval representative at public speaking engagements.

The main object is to create a desire to hear the speaker; everything else is to be subordinated to this aim. The duty of the person who introduces the speaker is to introduce, not to make the presentation. He is not to air his views on the subject. He is only the advance agent for the speaker. His job is to sell the speaker to the audience.

ESTIMATING THE SPEAKING SITUATION

After you have determined your primary purpose, the next step is to make a complete estimate of the speaking situation. The reason for this estimate is analogous to the football coach who has his team study a scouting report of the opposition prior to the game. The same theory applies. The more you know about your audience, the physical situation in which you speak, and the occasion for your presentation, the better chance you will have to adapt your material and delivery to fit your speaking environment.

Audience

Since the response from the audience usually indicates whether you have achieved your desired purpose, it follows that the more you know about your audience, the better chance you will have of achieving that primary purpose. Also, knowing about the audience will enable you to choose material which will interest them. Try to determine:

- How many will be in the group?
- What are their occupations?
- Is it a mixed group (or all male or all female)?
- What do they know about your subject?
- What is their age range?
- What is their education level?
- Do they have any strong likes or dislikes?

Keep asking questions until you have a fairly good image of the group. Jot down the answers to the above questions. When you know who makes up your audience you will have a good idea of what will appeal to them. You can be certain of one thing—your audience is interested in themselves and what affects them. Unless what you have to say is related directly to the needs of the listener you can predict that he will be unconcerned. Explain how he will benefit from what you are saying and you will get attentive listening. A firm understanding of your audience will help you in selecting material which will interest them.

Occasion

What is the reason for the talk? Is it a commemoration of a national holiday? Can you use a pertinent opening to take advantage of a specific event? Also, who speaks before your presentation is scheduled? Will the talk be delivered before or after a meal? These things can greatly influence audience interest in a talk and should not be taken lightly.

Location

Make a thorough check of the physical setup in which your speech will be delivered. Is an amplifier necessary? Is there ample lighting? Are there facilities for visual aids? Are there enough seats? Answering questions like these is a vital part of preparing a successful talk.

DELIVERY METHODS

Although you now have a purpose and have analyzed your audience, occasion, and location, a new problem confronts you before you actually begin working on the talk. That problem requires you to choose a method of delivering the talk once it is completed. Why decide this first? Simply because the degree and type of preparation varies with each different method of delivery. There are four principal methods of presenting a speech:

- Impromptu
- Memorization
- Manuscript
- Extemporaneous

Impromptu

The impromptu method is completely unplanned. You are at a meeting of the Chief's Club Advisory Board and someone says something you disagree with. So you get up and make an impromptu speech. Or you are on leave in your home town and stop by to see your old high school principal. He invites you to tell the senior class a little bit about your Navy travels and experiences.

Unless you are one of those rare people who can talk on any subject at any time, impromptu speaking probably is difficult for you. You may find yourself nervous, tongue-tied, and unable to think of a thing to say, much less express yourself clearly. This is a perfectly normal reaction to an unfamiliar situation and it shouldn't disturb you. This nervousness is both physical and psychological, and you should attack it on both levels.

On the physical level, start by making yourself comfortable. Stand naturally on both feet with your knees relaxed and take several deep breaths. Regulate your breathing and talk slowly enough so that you never run out of air. As you get into the subject, you will begin to feel better and the pounding in your chest and wobbling about the knees–neither of which is apparent to your audience to matter how obvious they may be to you–will gradually subside. At the end of three minutes you probably won't notice these symptoms any more.

On the psychological side, remember that your fear is based on the unfamiliarity of the situation, not on the fact that you have to talk. Obviously you know something about the subject, probably more than anybody else in the room does, or you wouldn't have been asked to speak in the first place. You could say the same thing to three sailors around a mess table with no strain. So it's really the situation, not what you have to do, that's got you nervous.

Now as far as the situation is concerned, it is a pretty safe bet that the audience is reasonably well disposed to you personally and toward what you're about to say. If they weren't, you wouldn't have been invited to speak. You can bet that your nervousness is NEVER as apparent to the audience as it is to you. If you ever detected that a speaker felt bad, rest assured that he really felt a lot worse. Furthermore, the reaction of an audience toward a nervous speaker rarely is contempt. They almost always feel sympathetic toward him. So tell yourself that you know considerably more about the subject than anybody else there, that the audience is friendly, and that all you're doing is talking to them–and you talk to people every day without getting nervous. You'll be surprised how much this approach will do for your self-confidence.

But even an impromptu speech isn't wholly unplanned. Any time you're in a situation where you might be called on to speak, it's a good idea to think over what you might say if you were called on. And even if you didn't do this, you always have a minute or so between the moment you learn you're to be called on and the time you have to start talking. Use this time to pin down the major points to get across. Why are you talking? What is the objective you want to accomplish? If you could say one sentence, what would it be? Try to form a mental outline of four or five points supporting your main theme plus an opening sentence. If you have time, decide exactly where you want to end. If you do this, you will make the best of the most difficult of all speaking situations.

Memorization

Memorizing a talk word for word goes to the opposite extreme from the impromptu method. Some speakers can use this method effectively, but too often it results in a stilted, inflexible presentation, simply because the speaker is more concerned with his material than he is with his audience.

Unless you are an experienced actor, memorization is absolutely the worst way to present a speech. When you memorize, you usually are committing WORDS AND SENTENCES to memory rather than a SEQUENCE OF IDEAS. The result is a canned routine that wouldn't sell vacuum cleaners, much less the Navy. It is an expressionless, boring presentation that leaves your audience in doubt as to your sincerity and even your knowledge of the subject. Another major weakness of this approach is the fact that if you forget a word or a sentence you may omit important portions of your talk without knowing it, or, worse still, find that you don't know where you are, what you've said, or what comes next. In recovering you may omit or even repeat parts of the talk.

Manuscript

A great many Navy speakers read speeches which have been written out word for word. This method is almost as inflexible as memorizing it. Again, it sets up a barrier between the speaker and his audience as the speaker must pay close attention to what he is reading and cannot react to the responses of the audience. Occasionally, talks are read effectively when the speaker is particularly gifted and practiced at reading, but, for the most part, the manuscript method should be left to special circumstances, such as:

- When the verbatim text has been or will be released to the news media and it is probable that the speaker will be quoted extensively.

- When the subject matter involves security or policy considerations so sensitive that the exact wording is important.

- When the talk is being broadcast and timing is critical.

It takes a lot of experience and usually a bit of training to read a speech effectively. And a speech is read effectively only when it sounds as though it weren't being read. This method is not recommended for your own use, and if you are called on to help any officer or petty officer prepare a speech, you should do what you can to discourage him from reading from a completely prepared text.

Extemporaneous

The extemporaneous method is the one usually employed by most good speakers. To the uninitiated, "extemporaneous" sounds synonymous with "impromptu" or "extempore," but in the language of public speakers it means something quite different. The delivery seems to be off the cuff, while actually the material has been well prepared and rehearsed. An extemporaneous delivery is a happy medium between the overly casual impromptu and the stiff memorization or manuscript. The talk is very carefully planned and outlined in detail. Sometimes a complete draft of it is written out; but this draft is only used in rehearsal. The talk is delivered from an outline with the speaker memorizing the sequences on the outline, but never the exact wording. What makes the extemporaneous method so effective is that it borrows the good qualities from the other three methods of speaking without incorporating any of their bad qualities. A thorough and careful use of the extemporaneous method will result in a talk as polished as a memorized one, and certainly more vigorous, flexible, and spontaneous.

There are other advantages of the extemporaneous method. With an outline you can adapt your talk to the situation, dwelling longer than you had planned on points that seem to need more explanation or emphasis and shortening or even skipping some areas entirely. This is next to impossible with several pages of fully worded text.

Also, the outline takes up less space than a full text. The outline of a five-page speech might fit on a 5 X 7-inch index card, or at most on one typewritten page. The fewer pages you have to rustle around the podium the better off you are, particularly if there isn't a podium!

Remember that speaking extemporaneously requires the speaker to memorize the sequences in his talk, but not the exact words. The easiest method of doing this is by preparing and using a key word outline. This outline is a skeleton of the talk, a sort of structural blueprint from which you speak. You condense what you intend to say into "key words" which serve to remind you of your ideas and the order in which you present them. Regardless of where you speak, the key word outline is an invaluable friend if it is used correctly. A diagram of this outline appears in figure 5-1.

The EXPLANATION (part II) of the outline is geared for a talk with two main points. If you had three main points, "C" would appear after "B". If you had only one main point, you would not need A or B because the main point would follow directly after "EXPLANATION." The remainder of this section will concentrate on developing the key word outline. Explanations and examples will be given on all three major steps: the introduction, the explanation, and the summary. Also, the number of supports under any main point is flexible depending upon the main point and the supporting material available.

THE SPEECH INTRODUCTION

An effective speech introduction should arouse the interest of the audience (attention step), summarize in one simple sentence what will be covered in the talk (limited objective), and give the audience a good reason to listen to that limited objective (motivation). Every effort should be made to keep this part of the talk short, meaningful, and interesting.

Attention Step

The speaker who believes that he will have no difficulties in maintaining interest is relying on the hope that he is a novelty and that people are breathlessly awaiting his words. It is true that, for the first few seconds, the speaker is a novelty and the audience will be interested in looking him over. But it is the next few seconds that count, as it is within this time that the first words are spoken and those first few words must really capture the audience. There are two criteria in selecting material for your attention step:

- Make sure your attention step is directly related to your subject.
- Make sure your attention step is not so bizarre that it detracts from the rest of your talk.

Outside of these considerations, the only limiting factor for an attention step is the imagination of the speaker. The following techniques should give you an idea of the many ways to begin a talk.

BEGIN WITH AN INTERESTING ILLUSTRATION.—Actual incidents from real life, stories from literature and hypothetical illustrations may be used as attention steps. If it is effectively used, the story opening has great appeal and is almost guaranteed to arouse and maintain attention. Example:

> During the Second World War, Fleet Admiral Ernest J. King was asked by a group of newsmen just what the U.S. Navy's public relations policy was. Admiral King replied: "Don't tell them anything. When it's over, tell them who won." (He had a point and I wonder what Ernie King would say had he heard Secretary ______ this morning. I'm sure many of us might sigh with relief if this policy were current. But as you know it is not. Even in the framework of war, such a negative policy is not in tune with today's climate. . . .)

- I. INTRODUCTION
  - A. Attention Step (method used in gaining initial attention)
  - B. Limited Objective (statement of exactly what you are going to talk about)
  - C. Motivation
    - 1. Appeal (statement of how the audience will benefit)
    - 2. Support (an example making the appeal sound realistic)
- II. EXPLANATION
  - A. First Main Point (sentence of fact or idea to be covered)
    - 1. Support (fact, example, analogy, etc., clarifying first point)
    - 2. Support
    - 3. Support
  - B. Second Main Point (sentence of fact or idea to be covered)
    - 1. Support (fact, example, analogy, etc., clarifying second point)
    - 2. Support
    - 3. Support
- III. SUMMARY
  - A. Recap the Main Points (restatement of what you have said)
  - B. Reemphasize motivation (why the audience should remember what you said)
  - C. Forceful Conclusion (method used in ending the talk)

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Figure 5-1.—The structural blueprint for a speech is its key word outline such as the one diagrammed above.

BEGIN WITH AN APPROPRIATE QUOTATION.—A striking quotation that leads directly to the subject frequently can establish immediate attention. Example:

> The Chief of the Soviet Navy has stated: "In the past, our ships and naval aviation units have operated primarily near our coasts, concerned mainly with operations and tactical coordination with ground troops. Now we must be prepared for broad offensive operations against sea and ground troops of the imperalists on any point of the world's oceans and adjacent territories." (Recent, but now regular, appearances of major Soviet fleet units in the Mediterranean given substance to this new policy statement. It is pronouncements of that kind which prompt us to keep our Navy modern and strong. It is planning to meet a

> threat–implied by statements like that–which has expanded our Navy's mission almost as rapdily as advancing technology presents us with opportunities to improve our naval capabilities.)

BEGIN WITH HUMOR.–We all enjoy a good story that catches our fancy. If you can tell a funny story, do so; but make sure that the anecdote is chosen wisely for its relation to the presentation. A funny story may be hilarious in itself, but unless it focuses attention on the subject, it is of little value. Make your humor relate to your subject. Example:

> The title of this speech, "Public Affairs and Command," reminds me of what happened to a Rear Admiral not too many years ago when his Flag was aboard LONG BEACH, which was finishing a tour on-the-line off Vietnam. LONG BEACH was ordered to Sydney, Australia for four days R & R. You may recall the incident as Long Beach was about to depart Sydney, when a good-looking blonde got aboard, spent the night, and apparently was about to stowaway–when she was discovered hiding under a bunk in the Admiral's quarters. This incident made headlines in Australia. And the next day, a similar story made the front pages of the Los Angeles newspapers with captions reading: "BLONDE FOUND UNDER ADMIRAL'S BED ABOARD USS LONG BEACH." Since the Admiral's family lived in nearby Long Beach, he tells me the event caused quite an eye-opener that morning at his house. Especially, since his wife and daughters did not know the Admiral had unexpectedly transferred his Flag from LONG BEACH prior to her arrival in Australia. Imagine being suspect of such a happening and receiving no benefit because one wasn't even there. He has since told me "I'm not sure whether I was lucky on that one or not." (I guess the moral of this story is: "Keep a sharp watch on your public affairs!" Shifting now to public affairs activities. . . .)

Here is one other criterion concerning jokes: Although many violate the rule before an all-male audience, if a joke cannot be told in mixed company, don't tell it at all.

BEGIN WITH A SERIES OF RHETORICAL QUESTIONS.–A rhetorical question is one which requires no verbal response from the audience. It is asked merely to get the audience thinking. This method, if properly used, should make your audience want to hear the answers to these questions. For greatest effect, rhetorical questions should be used in groups of three or more. Example:

> How many of you here today truly understand the meaning of the term "Seapower"?
>
> How many of you are familiar with the tremendous role that the sea has played in our nation's growth and development?
>
> How important is seapower to us on the threshold of the "Space Age"?
>
> (Never in our history has seapower been so vital to our security as it is today when we stand on the threshold of the "Age of Space." This importance will increase and the term "seapower" will take on new meanings. Although most people have heard of the tremendous role that the sea has played in our nation's growth and development, too few realize the forces that are giving new dimensions to the uses of the oceans. Mankind's penetration of the skies beyond our planet does not downgrade the significance of the great depths of water that cover three fourths of the world on which we live. For the next few minutes I'm going to point out to you the powerful world forces which underline our vital need for strong, mobile, flexible SEAPOWER. . . today. . . next year. . . and throughout all the years of the foreseeable future.)

BEGIN WITH STRIKING, STARTLING FACTS OR STATISTICS.–Employing a startling fact or statistic is a good way to "jar" your audience into wanting to hear you clarify it. The unexpected always arouses attention. Example:

> When Adolph Hitler launched World War II, he had a fleet of about 58 submarines. Today, the Russian Navy has more than 300 in existence as compared to our 100!! (It is a known fact that the Soviets possess the largest submarine fleet in world history, including a growing number of nuclear powered units. The fleet is not aimed at the seapower of Britain as were the U-boat fleets of the Kaiser in World War I and of Hitler in World War II. It is aimed at isolating us from our forces, our allies, and our resources overseas, should active hostilities break out. The threat of that submarine fleet alone poses the gigantic problem of protecting our sea forces, our commerce, and our cities from attack. Tonight I will emphasize the concern our Navy has over this problem and tell you about some of the means our ASW forces have of coping with it.)

BEGIN WITH A VISUAL DEVICE.–A visual aid which arouses curiosity and is colorful and interesting can be another effective way to open a talk. Example:

> Speaker places an alarm clock on the lectern. It quickly goes off. Shutting it off, the speaker states, "Now is the time to do something about pollution." (The threat to our natural environment is growing every day. It's about time we woke up to this fact and started taking a few corrective measures. For the next few minutes I would like to discuss certain aspects of environmental pollution in the United States; specifically, some of the methods we may employ to reduce this ever-increasing danger.)

Another example: Relating a visual device to a more abstract and complex organization.

> Speaker holds up a bottle of pills and says, "I have in my hand a bottle of pills. They are aspirin for headache, cold pills, APC's, and various other kinds of pain relievers. However, they all have one thing in common; regardless of the claims, they are all designed to relieve pain." (I would like to speak to you for a few minutes about another pain reliever, WHO, the World Health Organization, a special agency of the United Nations. Specifically, I will explain how two functions of WHO, field work and technicial assistance, contribute to the cause of world-wide health.)

Remember–the first portion of the introduction is the attention step. It should be related to the subject and should be geared to arouse audience interest. When condensing the above attention step concerning the United Nations into "key words," the attention steps would appear on your key word outline described in figure 5-1 as follows:

For the subject: The UNITED NATIONS

A. Attention Step–analogy–pills and WHO–both cure pain.

Limited Objective

Whereas the attention step is the first part of the introduction, the limited objective is usually determined before any work is started on your key word outline. The reason is that the limited objective is, very simply, a one sentence statement of what you are going to cover in your presentation. Before you can come up with an attention step which leads into the limited objective, you have to determine just what that limited objective will be.

One of the keys to success in any talk is knowing exactly what you are going to cover in the time allotted. Notice that after the preceding examples of attention steps there appeared in parentheses a transition and a one-sentence statement of exactly what the speaker was going to cover. These sentences are the result of taking a broad, general subject such as "The North Atlantic Treaty Organization" and cutting it down to a specific portion of that subject.

Moving from the general subject to a limited portion of it is called "limiting the objective."

Since most subjects are much too broad to be covered completely in the time allocated, let us take a broad subject, "The North Atlantic Treaty Organization," and see how you, the speaker or speech writer, can select from it a limited objective.

One of the easiest ways to start is to conduct a question and answer period with yourself. The major consideration in cutting the subject is the time you have in which to speak. For example, if you had only 10 minutes to talk about some aspect of NATO, the cutting process might look like this:

- Can I tell everything about NATO in 10 minutes? Of course not, cut it down.

- How about explaining the organizations of NATO: the civil organizations and the military organization with its four major commands? Telling all about all the various components which NATO comprises?

- How about one, two, or three things about each various organization within NATO? The one, two, or three idea is fine, but you can't adequately cover one, two, or three areas of each and every organization with NATO in just 10 minutes.

- How about briefly tracing the history and overall mission of NATO and then explain the importance of just one command within NATO's military structure? Fine, now you understand limiting the objective.

Remember–the second part of an INTRODUCTION is called the limited objective. It is simply a one-sentence statement of what you are going to talk about in the time allowed. When condensing the above limited objective concerning NATO into key words, it might appear on your key word outline described in figure 5-1 as follows:

For the subject: THE NORTH ATLANTIC TREATY ORGANIZATION

B. Limited Objective–NATO's history/mission, and importance of Allied Command Atlantic.

Motivation

A fine imaginative attention step is a sure way to begin your talk. Follow this with a simple statement of what you are going to cover by stating your limited objective, and the audience becomes aware of what you are going to say. If you proceed directly to the explanation or body of your talk, you stand a good chance of losing the attention of half that group. Why? Because many times that audience doesn't care about whatever your limited objective might be. If you assume that they will be polite and listen to you, you are undoubtedly ignoring the many times you have "tuned a speaker out" because you didn't feel what he was going to say could benefit you.

To prevent this, it is necessary to ensure that your objective appeals to your audience. Therefore, the third portion of an introduction is called motivation, and is simply calculated to show your audience how they will benefit should they spend the next 10 minutes listening to you talk about your limited objective.

Very few individuals are moved to action without first being motivated to some extent. The wish to impress someone important to you motivates you to be sure you look your best when meeting that person; the desire to qualify for advancement is motivating you at this moment to read this sentence. Advertisers use the process of "motivating" continuously, and whether you buy one product or another usually depends upon the skill of the advertiser in convincing you that his product is more suitable for you.

Those last two words, "for you," are essential. The underlying theory behind all these examples is the same, "do this or buy this and you will be better off." Get that audience to sit up and say, "that's for me," and you will have an attentive group throughout your talk. There are many different and varied approaches for motivating audiences. For example, you might appeal to the audience's pride, loyalty, fear, acquisition, and independence.

How do you know what will get your particular audience to listen? How do you know what appeal to use? For the answer to these questions, turn back to the audience analysis you have already conducted. With the aid of this information, you should be able to predict some general similarities in your audience. Use these similarities for your appeal. Once you make the initial appeal, it is necessary to include an example of that appeal to add reality. Simply saying, "Listen to me talk because what I have to say will save your lives," is only a good start. To make that statement convincing, follow it with an example which ensures that what you have to say REALLY might save the audience's lives.

Remember—The third and last portion of the introduction is called motivation. It contains two parts. First, an appeal to show the audience how they will benefit from listening, and second, an example adding color, reality, and personalization to the appeal.

THE EXPLANATION

This is the major part of any speech. It is often referred to as the "body." There are two major portions which make up any successful explanation: the MAIN POINTS and the SUPPORTING MATERIAL.

Main Points

A main point is a concise, one-sentence statement of a fact or idea which you want your audience to remember. The main points in your talk should be expressed clearly and emphatically. There are two ways to select main points:

- Self Interview. The purpose of the self interview is to find out all you know about your limited objective before doing any formal research. If your limited objective is "The Importance of the Allied Command Atlantic," jot down all you know concerning this subject. The more you know about your limited objective, the less you will have to research later.

- Audience. The second way to select main points is to estimate what your audience might want to know concerning your limited objective. Many times the limited objective you have chosen will be completely foreign to you and the self interview will be fruitless. If this is the case, simply choose tentative main points based on what you think your audience might want to know about your limited objective. For this, consult your audience analysis.

From these two lists—first, what you know about your limited objective, and second, what your audience might want to know about your limited objective—select one, two, or three areas which you feel you can cover adequately in the time allotted. When you have made this selection, condense the ideas into simple sentences without losing the meaning of the points. This will make them easier to remember when you present them.

Now that you have decided on your limited area and the number of main points, you must consider the most effective way to handle the main points. How, in a single sentence, is it possible to tell your audience exactly what you are going to talk about? There are four possible approaches in wording your limited objective and main points: What, Why, How, and How to.

THE 'WHAT' APPROACH.—Your purpose is to identify. What you identify can be a term, method, type, place, person, and so forth. In any case, your aim is to tell what something is—and no more. You are dealing with facts. You must support these facts using material that is meaningful and interesting. Analogies explaining the unknown by comparing it to the known are particularly effective when using the "What" approach. Example:

> "Today I would like to identify the three main buildings of the United Nations."
>
> 1st Main Point—One main building of the United Nations is the Assembly Building.
>
> 2nd Main Point—Another main building of the United Nations is the Secretariat Building.
>
> 3rd Main Point—The third main building of the United Nations is the Conference Building.

The 'WHY' APPROACH.–Your purpose is to state characteristics or quality about your objective and then, as main points, tell why the characteristic or quality is true. To do this, state your limited objective and main points in simple, declarative sentences. Example:

> "Today I will discuss two reasons why the Navy places such high priority on its antisubmarine warfare program."
>
> 1st Main Point–The Soviets are known to have more than 300 conventional submarines, many times the number which Hitler deployed in his undersea warfare.
>
> 2nd Main Point–The Soviets have a growing fleet of nuclear-powered submarines, including missile-firing vessels.

THE 'HOW' APPROACH.–Your purpose is to explain how something works, is done, can be avoided, improves a situation, and so forth. To do this, state in your limited objective what your main points concern and how they will accomplish something. Then state each main point in a simple, declarative sentence which will specifically explain the "how." Example:

> "Today I will discuss how NATO has stopped Communist aggression in the North Atlantic area."
>
> 1st Main Point–Since its formation over 25 years ago, not one square foot of NATO territory has fallen under the Communist bloc.
>
> 2nd Main Point–The member nations, by heritage, by economic necessity, by common interests and principles, have formed a closely knit, interdependent union for mutual defense.

THE "HOW TO" APPROACH.–Your purpose is to actually tell your audience how to do something. If you do not have time to explain a complete process, then tell as much of the "how to" as time permits. (For example, talk only of the first step of a five-step process.) Phrase your limited objective so that you state what it is you want your audience to know how to do. Your main points will be statements of the steps involved. Example:

> "Let us discuss the first two steps in obtaining (how to obtain) an absentee ballot."
>
> 1st Main Point–The first step in obtaining an absentee ballot is to see your voting officer.
>
> 2nd Main Point–The second step in obtaining an absentee ballot is to write to your election district for an application form.

You probably noted a distinct pattern in the phrasing of the main points. Good speakers take particular pains to phrase their main points in such a way that the meaning will be clear and easily remembered by the audience. To achieve this result, you should keep in mind three characteristics in good phrasing:

- Conciseness
- Motivation
- Parallelism

CONCISENESS.–State your points as briefly as possible without sacrificing meaning. A simple declarative sentence is better than a complex one. Thus, "Marksmanship develops your reflex instinct" is better than "One of the ways through which your marksmanship can be improved is the utilization of correct techniques to better reflex your instincts."

MOTIVATION.–Whenever possible, word your main points to appeal to the interests and desires of the audience. True, in the introduction, you may include an entire step devoted to motivating the audience to listen, but the more personal the entire talk, the more interesting it will be. The more the words "you" and "your" can be used, the more personal the main point will be.

PARALLELISM.–Try to use the same sentence structure and similar phrasing for each of your main points. Wherever possible, start each main point with the same phrase. Word a series of main points like this:

1. Nuclear-powered ships are more flexible than conventional ones.
2. Nuclear-powered ships have a longer cruising range than conventional ones.
3. Nuclear-powered ships require less engineering personnel than conventional ones.

Supporting Material

Supporting material will constitute the bulk of your talk. Any means a speaker uses to clarify and make meaningful his main points make up the supporting material. Support material should accomplish the following in developing main points:

- Clarify–Clear up doubts, eliminate confusion.
- Amplify–Expand, develop a complete discussion, include all essential elements.
- Verify–Give factual support to prove contentions; provide evidence for statements.
- Emphasize–Make prominent; give added stress.

There are many types of supporting material, some of which are listed below.

PERSONAL EXPERIENCES.–Your experiences, past and present, are an excellent source of supporting material. Relating actual experiences which you may have had concerning the main point will often result in a sharp increase in interest. A word of caution. Too many personal experiences in one presentation may make you sound egocentric. Don't overuse this type of supporting material to build yourself up, or to avoid research.

ILLUSTRATIONS.–Illustrations are detailed stories of examples of the idea to be supported. Illustrations are either factual or hypothetical. Factual illustrations relate what actually happened; they describe a situation which has actually occurred. Hypothetical illustrations tell what could have happened or probably will happen; they describe a situation which has only the appearance of an actual situation. Factual illustrations can carry conviction; hypothetical illustrations are used principally to make abstractions more vivid and concrete.

FACTUAL EXAMPLES.–Factual examples are usually from qualified sources found in libraries; they give added weight to the main point they are supporting.

ANALOGIES.–In an analogy, similarities are pointed out between that which is already known or believed by the audience, and that which is not. In a talk to inform, this is probably the most effective way to get your audience to remember the main point in question.

OTHER SUPPORTING MATERIALS.–Above are the three most common and effective forms of supporting materials. Other excellent supporting materials are: experiences of others, anecdotes, testimony, quotations, and current news events.

Remember–the explanation of your talk consists of two parts: Main points and supporting material. The main points are concise, one-sentence statements of facts or ideas which you want your audience to remember. Supporting material is any means you use to clarify, amplify, verify, or emphasize the main points.

THE SUMMARY

Just as the introduction consisted of three parts, so does the summary. The three portions of the summary are:

- Recapping the Main Points
- Re-emphasizing Motivation
- Presenting a Forceful Conclusion

Recapping the Main Points

To ensure that your audience remembers your one, two, or three main points, it is always a wise idea to repeat them. A summary should be brief but accurate. Example:

> Well, I have been talking for 25 minutes and in this time I have said three things:
>
> Seapower is important not only to the nation but also to my community, my home, and to me personally.
>
> We face a serious threat from fast-growing Russian seapower–it is out to bury us at sea.
>
> Selling the seapower program to the nation is dependent on you and on me.

Re-emphasize Motivation

Again, to reassure the audience that what they now know will benefit them in some way, it is necessary to remind them of how they will benefit if they remember what you have said. Example:

> You now have a working knowledge of two combat developments in marksmanship. If you ever come to grips with the enemy, what you have learned in the past 20 minutes could mean the difference between life and death.

Forceful Conclusion

The forceful conclusion is the end of your talk and should be as dramatic and interesting as the attention step. A weak ending diminishes the effect of the points. The statement, "Well, I guess I'm done" or "That's all I've got now" substantially reduces the impact of any presentation. The same techniques which were suggested to open a talk can be employed to close one. Illustrations, quotations, jokes, and questions are all good ways of closing a talk. A strong, positive statement is one of the best. In nearly 200 years nobody seems to have improved on "I know not what course others may take, but as for me, give me liberty or give me death." One thing is vital: Your closing should tie the entire talk together in one cohesive unit.

SPEECH WRITING

The public affairs office is usually the public speech writing department for the officer in command. As the senior Journalist in this public affairs position, you may be the speech writer for the command. At the very least, you can expect to be called on some time during your career to write an occasional speech for the skipper and perhaps for other senior members of his staff. If your command is large enough to have a formal speaker's bureau in operation (discussed at the end of this chapter), you will be required to maintain several "canned" speeches and slide presentations for various occasions.

Speaking engagements in nearby communities are an integral part of the public affairs plan for gaining public support and understanding. Opportunities to speak are being sought more and more by all commands within the Navy. Therefore, the skipper and public affairs officer will expect you to assist them in researching and preparing, or in writing, the manuscripts of talks given by them or a representative of the command.

This job falls to the public affairs office not only because the officer in command does not have the time to prepare a different speech for each occasion, but also because your office should be in an excellent position to (1) assess an audience's needs, desires, and interests in asking for a speaker; and (2) determine the gaps in public understanding concerning activities, policies, and missions of your organization or installation.

The advantages of a written speech are:

- It provides an opportunity to revise, edit, and polish the speech until it is literally a gem.
- It can be be submitted for clearance and checked closely for policy or security violations.
- It reduces the possibility of a serious misquotation on critical matters.
- It assures the speaker of meeting the time limitations on radio, television or at a civic club function.
- Advance release can be made to newspapers to assure more complete and accurate coverage.

AUDIENCE ANALYSIS

An extemporaneous speaker can adjust his material as he is presenting it. The feedback he receives from his audience dictates certain changes and sometimes elaboration of a part or two.

The speech writer has no such opportunity. If he errs even in the slightest detail in his analysis, the speaker has no other recourse but to wade through an ill-adapted manuscript. Therefore, prior analysis of the audience, the situation, and the occasion takes on increased importance and must be considered in greater detail.

In analyzing the audience as to age, sex, background, size, and so forth, it is suggested that you talk with members of the club or group as part of your research prior to starting to write the speech. If possible attend one of their meetings. This will aid you not only in your analysis of the audience but will also enable you to examine the physical situation where your speaker will make his delivery. The size of the room, the customary seating arrangement, and the facilities for using aids might present a problem or might need greater attention in some circumstances; for example, in a converted dining room type of meeting place.

Sometimes the reason for an invitation to speak may not always be apparent on the surface. A commander of a fleet ballistic missile submarine squadron, who receives an invitation to speak to a chamber of commerce on the subject of Polaris, should not always jump to the conclusion that they are interested because the SUBRON itself is very shortly going to be homeported in their community. The audience may have read that this squadron of six or eight subs will soon be their neighbors, will be nuclear-powered, and will carry nuclear weapons. Their hidden motive for inviting him might conceivably be a fear of possible harm from the nuclear armament. On the other hand, a request for a speaker may reflect the audience's desire to know the impact on the community of an incoming unit. The speech writer must know this and adapt his speech accordingly. He must supply the speaker with the necessary facts to answer the questions they might pose.

SPEAKER ANALYSIS

Previously, we have been concerned with adjustments to the audience, the situation, and the occasion. As the speaker, it was necessary to analyze the audience you hoped to influence, to know their wants, and to adjust your material to their needs. But now, as the speech writer for another speaker, you have an additional adjustment to make: the analysis of the speaker. To write a speech for another person, you must put yourself in his place, understand his aims, and try to think the way he does. The idea, in a manner of speaking, is to get inside the person and learn what makes him tick. If you succeed, your words will sound natural coming from the man who delivers them. Make certain the speech reflects the speaker.

As a beginning, get to know the man. Where has he been? What has he done? Check the personal history file and you will find some answers. Read his previous speeches and the comments on them to get his ideas and his use of words. Listen to him talk and know how he expresses himself. Pick up his pet phrases and anecdotes. Find out if there are some words or sounds that he can't pronounce easily. Develop a writing style and vocabulary suited to his speaking personality, verbal mannerisms, and capability. If this is not possible, write the speech in a straight journalism style which will permit the speaker to personalize it himself.

STEPS IN PREPARATION

Let's assume that your office receives a request for the commanding officer (or his representative) to speak to a civic group. What steps do you take to assure a successful talk and to make it worth the time of the audience and the skipper?

Analyze

Analyze your audience, occasion, and location and determine the purpose that can best be served in the talk.

1. It is merely to inform?
2. Is it to convince (or to actuate) the audience?
3. Is it to secure their goodwill toward the command and its activities?

Consider the speaker and his relationship to members of the group, his prestige within the group and his previous contacts with them. Consider the aspect of the subject that would best suit the above factors.

Recommend

Go in to see your commander (or the speaker) to determine his wishes and ideas for the particular speech.

Be prepared to recommend a limited objective which would most fit the requirements determined by your analysis.

Be prepared, if this objective is accepted, to discuss the tentative outline points which would be covered. Be alert to references he makes to personal experiences which may be used as examples.

If your speaker proposes a different topic, jot down the tentative outline points as you discuss it and check them with him before you leave. This one step will save considerable rewriting time.

Outline

Prepare a complete, detailed outline of the entire speech, citing types of example material for each point to be made. (Speech outlining is very similar to magazine article outlining, which is discussed in *JO 3&2).*

Plan the type of audio-visual aids to be used and indicate on the outline where they are to appear during the speech. Most large commands have access to graphics or training aids section which can prepare almost any type of visual aid you may need as long as you can supply them with a rough idea of what you want. Most speeches with which you can expect to become involved will be supported or illustrated with 35mm color transparencies. Movies are also used quite often.

Discuss the entire outline with the speaker to be sure it is evolving as he visualized it.

Polish the Speech

Only after the entire outline and plan for the presentation is agreed on should you start to word the speech.

Put yourself in the speaker's shoes and mentally place yourself in the physical setting before the specific audience as you write.

Check out the aids, preferably in the setting where the speech will be given.

If requested, listen to your speaker rehearse the speech and suggest improvements.

WORDING THE SPEECH

A speech is meant to be heard, not read. This means that you must write the speech in words that the speaker would use in conversation with a representative member of the group to which he is speaking. As a speech writer, your job will be easier if you imagine your speaker talking to this representative member and telling him the information he has planned to communicate (the points in the prepared outline).

Pick out a member of the group, imagine him sitting across the desk from you asking a question now and then, putting in an argument occasionally. Write your speech to him, interjecting questions and answering arguments in words that the speaker would really use in everyday conversation. Start off the speech from the listener's point of view.

Use spoken, not written, language. Some words cannot be heard and understood as quickly as you say them. If the audience does not catch the meaning of a word their minds are held up at a mental stoplight while the speaker goes on alone. Avoid pretentious language such as "fatuous" and "it behooves." Try for the simplest words to help the audience to understand.

Use examples for every point, preferably personal experiences of the speaker. Be sure that the example really supports the point you are making. There is a sure-fire formula for getting the point across: (1) state your point, (2) use an example, (3) restate your point. Check your script. Be sure that no statement important to your objective stands nude without an example or a "for instance" to clothe it.

There are a variety of "talk traps" which should be avoided:

- Don't get crushed by the weight of your own over-detailed and over-illustrated speech.
- Beware of falling into the void between two points in a bad transition.
- Don't find yourself out on a limb with no place to go after a big introduction.
- Don't become the prisoner of too many main points.
- Don't get trapped in a jungle of abstractions.

DELIVERY TECHNIQUES

Perhaps the most common dilemma faced by every speaker is that of nervousness. However, what most speakers forget is that this condition can be positive as well as negative. Of course, should you lose consciousness upon reaching the podium, your nerves are working against you. On the other hand, if you feel anxious and "keyed up" your nerves are doing just what they are supposed to do. The race horse which is alert and spirited before a race is often the favorite: the one that is calm and somewhat sluggish is almost counted on to lose. The same applies to speaking; nerves can be an asset to a speaker by mentally preparing him for his presentation. Only when extreme nervousness or extreme nonchalance exist need the speaker concern himself with the natural phenomenon of nervousness.

Nervousness is a natural and healthy thing. Speaking before a group for the first time doesn't come easy. By understanding the techniques neccessary for building self-confidence, however, you will be well on your way to becoming a more effective speaker.

The first thing you must do is develop a positive attitude—convince yourself that you have the ability to improve. No one is a born speaker or instructor. Speaking well is a skill that is developed as a result of training and practice. Once you have convinced yourself you can improve, you are ready to begin.

The fastest method of developing self-confidence is to be thoroughly prepared. If you have carefully followed the steps in preparation described in this chapter, you should be confident that the material you have prepared is adapted to the needs and interests of your audience. You will have the points that you wish to make organized in logical sequence and you will be able to recall the key word outline from quick references to your notes. This is the most heartening feeling a speaker can have.

Once you are secure in your knowledge you'll almost want to get up and share it. This impulse to get your ideas across must be encouraged; you'll find that it will increase your interest and fun in all speaking situations. Wanting to say something so that your audience gets the point is one of the impromptu secrets of delivery.

Because of the personality differences of individual speakers and audiences, there are no iron-clad rules or principles that can be given regarding the delivery of your speech. The interest and understanding demonstrated by an audience influences a speaker in both what he says and how he says it. Each speaker must adjust to suit his personality. Only general suggestions can be made at this point. Following are some pointers that may give you an idea of what the "how to say it" involves.

Speaker to Audience Contact

Look at your audience. Good eye contact tells you what the reaction (feed-back) of the audience is and it creates the impression that you're talking personally to each member of the audience.

Deliver your talk as if it were the most important event in your life. Make everyone within the audience understand exactly what you are trying to say. Talk to your listeners as if you expected them to stand up and talk right back to you. Vitality will produce effective delivery. There is nothing quite so dull as watching a speaker who is lethargic and seems to be on the borderline of sleep while he is delivering his talk. It is much easier to deliver your points effectively if you are enthusiastically concerned in getting ideas across.

Establish a sense of communication with your audience. Think of the members of your audience, not yourself, as you talk to them. Make every effort to express yourself with enthusiasm. Sincerity and interest in your audience warms the manner of delivery.

Platform Appearance

Movement of a speaker has the effect of attracting the attention of the audience. If the movement is natural and easy it is valuable. Do not distract your audience by too much movement, but don't remain glued to one spot. (See figure 5-2).

A gesture is the movement of any part of the body to convey some thought or emotion. Gestures should always be purposeful. They must be natural and seem to grow out of what you are saying. Avoid artificial gestures and mannerisms which do not help to express an idea.

Whenever you speak, you and the Navy will be judged by your appearance. Immaculate grooming will give you added confidence in facing your audience and will add emphasis to what you say.

Voice Control

The quality of your voice has a direct bearing on the effect you will create. Make sure you are loud enough to be heard. Nothing is quite so exasperating as trying to read a speaker's lips in order to find out what he is saying. Volume should be increased so that the person in the last row can hear every word that you utter. Expressiveness is important too. An expressive voice varies the rate of speaking and appears to be conversational in tone.

Delivery Rate

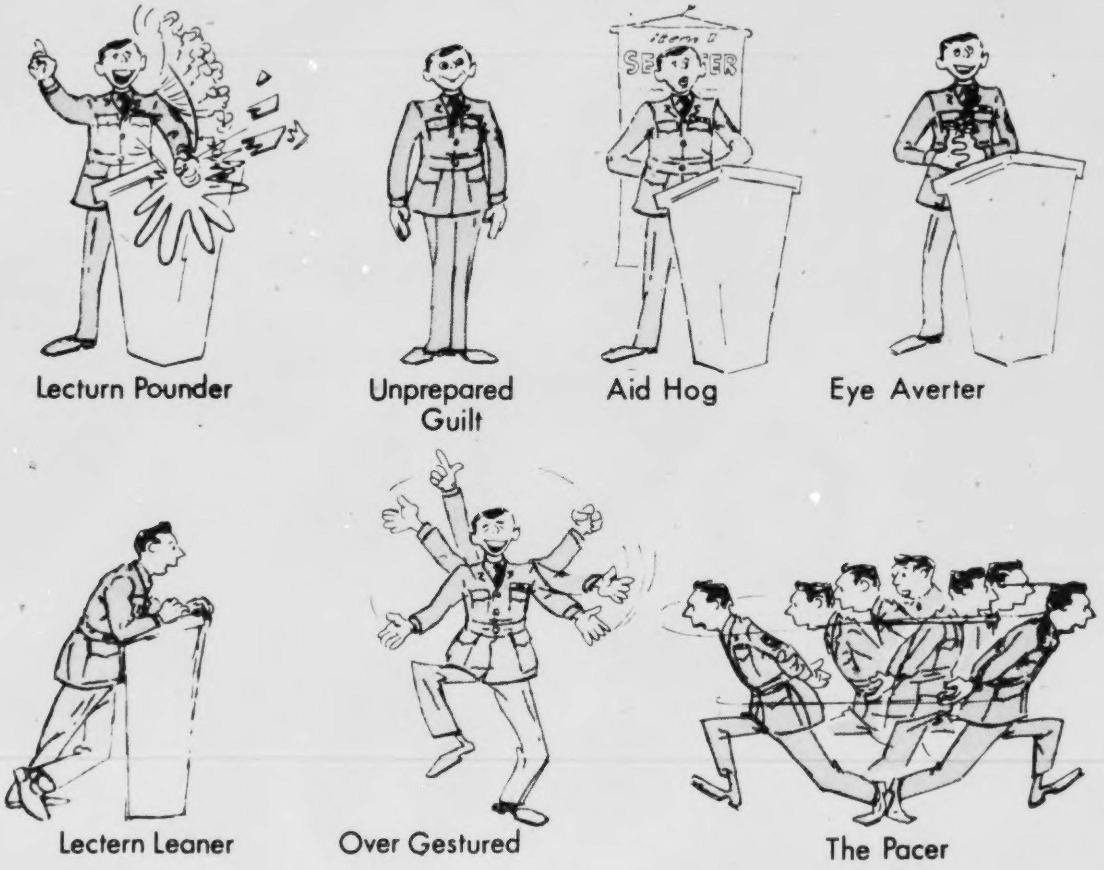
Some thoughts should be spoken slowly, some with feeling, and some in excitement. But above all, the rate should be natural for the idea expressed and should serve to emphasize important ideas. Of course, the choice of words and the selection of language to convey your ideas must not be overlooked. No speaker will ever have to contend with the criticism that he has a dull or faltering voice if he earnestly wishes to get his point across and avoids sounding wooden and mechanical in delivery.

AUDIO-VISUAL AIDS

There are several types of visual and audio aids which a speaker can employ to support his oral presentation. The materials and equipment which we will now discuss are available at most commands. They can be procured through normal supply channels; prepared either by the speaker himself, speech writer/supporter, or the command's graphics division; or borrowed from nearby training aids centers or film libraries. Most large public affairs offices, as part of their standard office equipment, maintain such items as projectors, screens, recorders, film footage, a 35mm slide library/file, and so forth. For the actual operation of this equipment, refer to the various manufacturers' guide books.

Audio-visual equipment and materials fall into four general categories:

1. Directly shown graphics
2. Optically projected graphics
3. Actual objects and models
4. Audio or sound effects



Lecturn Pounder

Unprepared Guilt

Aid Hog

Eye Averter

Lectern Leaner

Over Gestured

The Pacer

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Figure 5-2.—Natural and easy movements by a speaker are valuable in attracting the attention of an audience. Unnatural or exaggerated platform behavior creates a major distraction.

In your speaking situation, you must decide which category (or combination) will serve you best in increasing your ability to communicate your information to a particular audience.

DIRECTLY SHOWN GRAPHS

In this category, we have charts, graphs, posters, maps, blackboards, and handouts.

CHARTS.–A chart may range from a simple list to a complex portrayal of function and structure of an organization. A well-made chart that is simple and uncluttered will add immeasurably to the interest and clarity of your presentation.

A chart frequently used is the strip-tease out-line chart. This is a chart that contains a brief outline covered with strips of paper. The strips are removed when the right word, symbol, or phrase is needed to reinforce the oral presentation. Of course, the words or phrases should be arranged in logical sequence, corresponding to your key word outline or prepared manuscript.

There are certain rules that should be kept in mind when you use a chart.

1. Use short phrases and short words and illustrate their meaning, if applicable.
2. Use type and lettering large enough to be easily seen.
3. Use highly visible colors.
4. Don't use too many colors.
5. Above all, keep it simple.

GRAPHS.—You can make the presentation of statistical material more clear, vivid, and interesting by the use of well-planned graphs. Subjects such as the growth of manufacturing in the United States, the breakdown of our budget dollar or comparisons of living standards are best presented with graphs. They require very little special skill in presentation.

Most graphs fall into one of the four categories shown in figure 5-3:

The line-graph is used to demonstrate trends and changes that take place in such items as income and population.

The bar-graph is another type used to show information of a comparative nature. The major difference between the bar-graph and the line-graph is that the former need not show any passage of time.

The pie-graph is often used to present a percentage break-down. The complete pie or circle represents 100%. The pieces represent proportional percentages.

Although more difficult to prepare, the picture-graph is often the most interesting and striking of the four types. Picture-graphs are used to show trends, comparisons or combinations of the two. They are prepared in a manner similar to the bar-graph. By substituting whole and part symbols for the bar, percentages or quantities can be indicated accurately.

POSTERS.—Posters are used to symbolize ideas. Usually they do not contain text. Sometimes a short statement or word can be used to help the audience grasp the idea more quickly. An illustration which clarifies your point can convey a message with great impact.

When you prepare a poster (or work with the graphics division on its preparation), eliminate all unnecessary words—keep the message simple and direct and make sure your picture illustrates what you are trying to get across. There are several methods by which you can produce a poster:

Using an opaque projector, you can enlarge a picture which can be traced and colored as desired.

Use carbon paper and a stylus for tracing (directly or using tracing paper in between).

Use a T-square and pantograph.

Use free-hand.

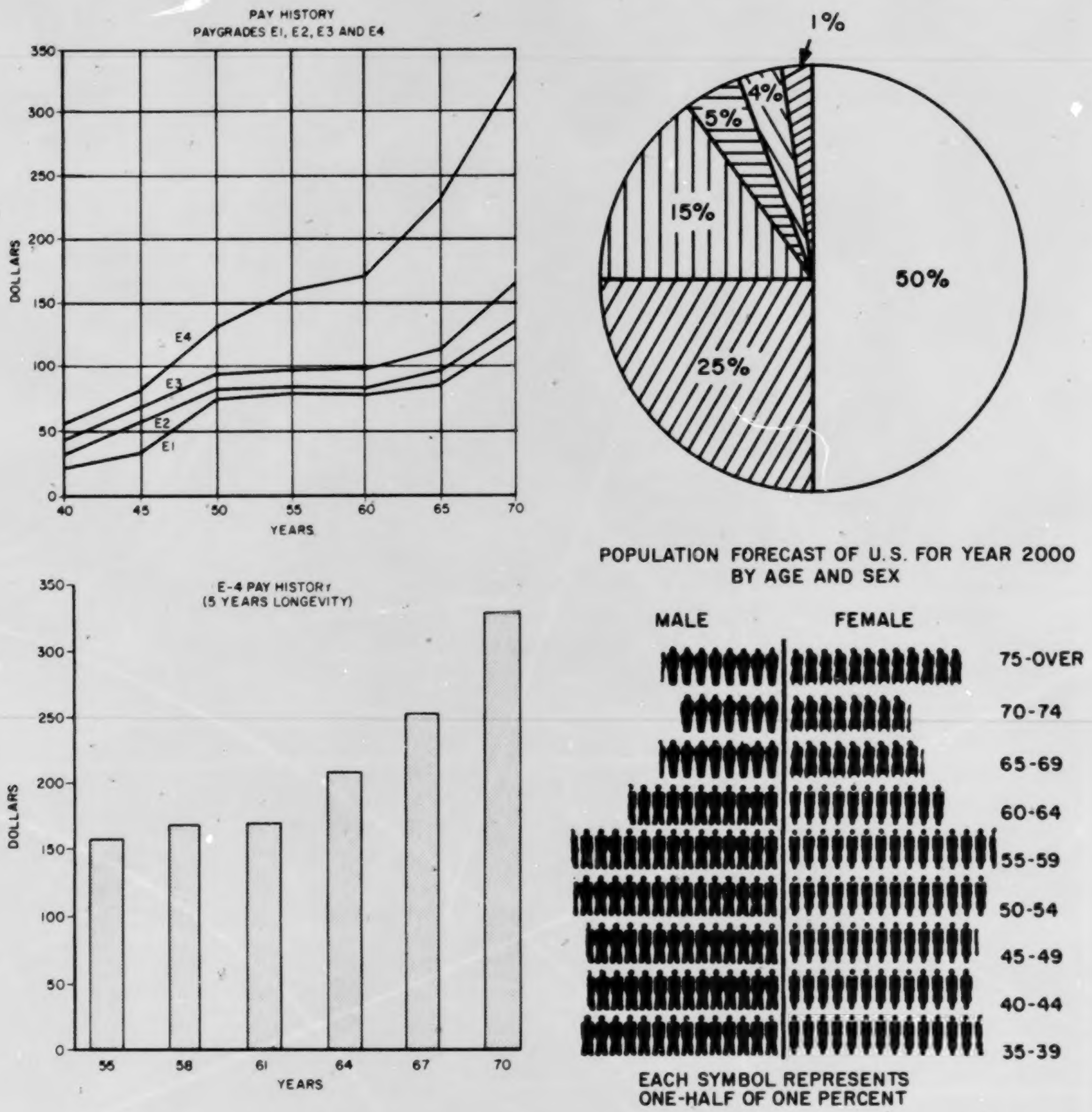
MAPS.—A map should be large enough to be seen easily; it is preferable to draw in or emphasize by color the areas you are discussing. Maps can be reproduced in the same fashion as posters.

Here are a few suggestions to help develop your technique for using a map effectively as an aid in speaking:

- Colored overlays may be used to outline specific areas.
- Colored ribbons may be stretched between points to show relationships and distances.
- Cut-outs such as arrows, circles, and rings may be prepared in advance and scotch-taped to the map in the course of the presentation.
- Acquaint yourself with the map so that you don't have to hunt for the country, state, city, or area you are trying to point out.

CHALKBOARD.—The main advantage of the chalkboard is that an idea can be placed on the board bit by bit or strip-teased as it is developed orally. Some rules or hints for using the chalkboard are:

- Plan your illustrations in advance.
- Keep the board simple and uncluttered.
- Make sure that everyone can see the board.



PAY HISTORY
PAYGRADES E1, E2, E3 AND E4

POPULATION FORECAST OF U.S. FOR YEAR 2000
BY AGE AND SEX

E-4 PAY HISTORY
(5 YEARS LONGEVITY)

EACH SYMBOL REPRESENTS
ONE-HALF OF ONE PERCENT

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Figure 5-3.—Most statistical material can be made clearer, more vivid, and more interesting through the use of graphs which fall generally into one of four categories: line, bar, pie, and picture.

- Avoid obstructing the view of the board.

- Don't keep your back to the audience for prolonged periods.

- Use a pointer when you point to something on the board.

- Use an eraser (rather than your hands) to make erasures.

- Don't allow yourself to get trapped by substituting the chalkboard for visual aids that you didn't get a chance to prepare in advance.
- Press hard on the chalk and make sure your handwriting is legible.
- Use color for emphasis–not mere decoration.
- You can sketch diagrams in advance with pencil to expedite drawing while you are speaking.
- You can prepare and strip-tease art in advance.

HANDOUTS.–You may use a mimeographed chart, drawing, data sheet, welcome-aboard brochure, and so on as an aid to your talk. You must plan carefully the time of the distribution. Beware of the temptation to pass out handouts, outlines, or any printed matter during the presentation. Attention is diverted from what you are saying and continuity is lost. The principles involved are:

- Motivate the audience to want to read the material.
- Have a system for smooth distribution.
- Maintain contact and continuity.

The best time to distribute handouts is at the end of the presentation, during which time you may ask for questions. An alternate time is before you begin, if the audience has previously been motivated to recognize the value of the material.

OPTICALLY PROJECTED AIDS

Optically projected aids include the opaque projector, overhead transparency projector, 8mm and 16mm motion picture films and projectors, 35mm slides and projectors, and film strips.

OPAQUE PROJECTOR.–The opaque projector has a twofold usage.

First, it can be used to project graphs, photographs, etc., that are too small to be seen and yet should be shown in their actual form to your audience.

The opaque projector may also be used for enlarging clippings, maps, photos, etc., for tracing such things as maps and photographs, for tracing by hand, and for preparing graphs, posters, and maps (the projector permits you to project an illustration or other material out of a book without damaging the publication).

A favorable feature of the "opaque" is its ease of operation. To operate it, you merely place the illustration in position on the bottom drop-shelf of the projector, turn on the projector, and projected the image on the screen or wall. If you have several illustrations you wish to project in sequence, mount them on a flat sheet of heavy paper and roll them through the projector. The width should be the same as the shelf. The length of the sheet can be as long as necessary to mount your illustrations.

One disadvantage is the noise the fan blower creates when you switch the projector on; you must increase your speaking volume, or the group will find it difficult to hear you. In addition, the room must be completely dark and you need an assistant to operate the machine.

THE OVERHEAD TRANSPARENCY PROJECTOR.–This projector is a favorite with both speakers and audience. Its versatility permits it to be used as a transparency projector or a mechanical chalkboard. An advantage of the overhead is its ease of operation. Secondly, you don't have to darken the room completely in order to project a sharp image; thus the discussion atmosphere is not hampered by darkness.

The overhead transparency projector, like the opaque projector, is noisy when the fan blower is on. Remember to increase your speaking volume when you are operating the projector.

Types of transparency slides which may be used include: cellophane or plastic sheets, overlays, cutouts, bar-graphs, and animated devices that are constructed transparent models with movable parts.

The overhead transparency slide may be made in many ways such as:

Direct drawing on acetate using grease pencils, acetate ink, felt tip pens, colored acetate, and colored transparent chart tapes.

Photo-reflex printing (bouncing a light source off the copy directly to a negative–called contact printing in photography) can produce a transparency from copy such as books, magazines, and photographs.

Diazo printing produces a transparency in color from an inked master which is made by tracing from copy with India ink. The film is ammonia sensitive and similar to the blueprinting process. Each color requires a separate master.

Direct lift, by using clear acetate and rubber glue and glueing the acetate directly to the clay copy and soaking apart in water. This process ruins the original copy.

All transparencies must be mounted on cardboard frames to ensure that they lie flat on the projector stage and block out excess light.

MOTION PICTURE FILMS.–Careful selection of films is necessary if they are to complement your speaking situation. Make sure the film will help clarify and add to your presentation.

Preview the film. If the film is right, choose the important points of the film that you want to highlight and emphasize when you introduce the film.

Plan the introduction of the film and the discussion after the film, to key points.

Make a final check of the film and your equipment prior to the presentation. Be sure the projector is plugged in and focused and that the amplifier is switched on.

Introduce the film by telling the audience what they can learn by seeing the film and suggest the important points to look for during the showing.

FILM STRIPS.–As each frame of a film strip is projected you must add a brief explanation, when necessary, to clarify it. Have someone else operate the projector so that you can stand by the screen and point out important features. Avoid lengthy explanations. With the room darkened and the speaker almost invisible, lengthy explanations often create boredom.

SLIDE PROJECTOR (35MM FORMAT).–The 35mm projector is the most popular of all visual aids used by Navy speakers. Its associated equipment is portable, remote/controlled, and very versatile, making it an excellent device for public speaking use. Most public affairs offices, especially if they operate speaker's bureaus, have a good 35mm projector system. By using a 35mm camera, a series of shots that coincide with your main speech points can be used in the projector.

ACTUAL OBJECTS AND MODELS

In this category fall all actual objects and models.

OBJECTS.–At times objects can be used to support your main points. They can be the actual objects you are speaking about or objects that can symbolize your idea; e.g., a mechanic's hammer and a sickle can represent communism. Two things must be remembered when using actual objects as visual aids. The objects must be large enough so that all important details are visible, yet small enough to be handled by the speaker. Secondly, the object should not be displayed by holding it in your hands; set it on a table or use it on a hook and loop board.

MODELS.–Models representing tangible objects can be made to symbolize an intangible idea and often can be used to support your point; e.g., a scale to represent justice; a small statue of liberty to represent freedom; and so forth.

Models can be made easily from cardboard, wood, and string. Often with models, action can be built in to further enhance the impact of the aid. The same rules which apply to objects also apply to models displayed in the speaking area.

AUDIO OR SOUND EFFECTS

Audio devices, when used in conjunction with visual aids, can further the impact of your presentation and increase the retention of your subject matter. Audio as well as visual aids must be clearly understandable by your audience in order to support your point. If they are not clear, they only confuse. There are two main types of audio equipment systems: audio tape and recorded transcription (records) systems.

STAGING A PRESENTATION

The use of audio-visual equipment and materials to support a speech greatly increase our ability to communicate the Navy message. When audio-visuals are used in a presentation, however, the speaking situation must be well-staged. Giving a speech involves more than well-organized subject matter, proper equipment, and complementary audio and visual segments.

Proper staging of a presentation depends on controlling the environment to the maximum possible extent. There are three environmental aspects that usually can be controlled.

SPACE ARRANGEMENT–Locate the speaker and screen in a position which assures that every person in the audience has a clear view of both.

LIGHTING–Use enough light, but not so much as to distract the audience.

MECHANICS–Keep operation and noise of equipment to a minimum.

The result of careful planning in space arrangement, lighting, and mechanics is an increase in audience attentiveness.

SPACE ARRANGEMENT

Two important factors must be considered in space arrangement–the screen and the line of vision.

The Screen

The screen should be high enough so that the audience has an unobstructed view. From the persons in the front to those in the rear, there should be no obstacle to vision.

In most situations, particularly in rooms where the floor does not slope and there is no platform, the bottom edge of the screen should be at least 4 1/2 feet from the floor. With the screen at this height, most people will have an unobstructed view. On the other hand, the screen should not be too high for viewing comfort.

The screen should be tilted as necessary to eliminate "keystoning" (that is, a distortion of the image in which the top of the picture is enlarged out of proportion). The principle involved is that the plane of the screen should be at a right angle to the centerline of projection; otherwise the image will be distorted as shown in figure 5-4.

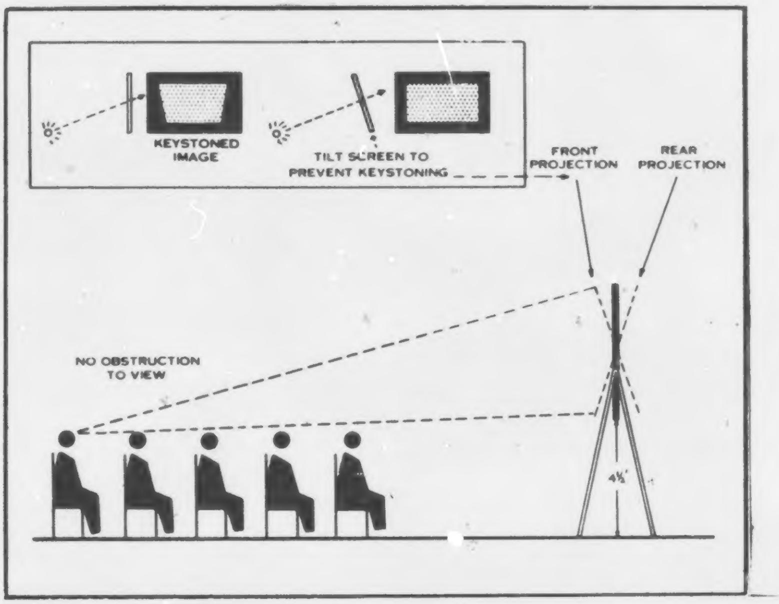
Wide horizontal angles of vision should also be avoided. In an oblong room, the screen preferably should be parallel to the shorter dimension. If the screen is set parallel to the longer dimension, the angle of vision at either side becomes too great for easy viewing.

Optimum viewing can be achieved through the use of the accepted standards for audience placement in relation to the screen as shown in figure 5-5.

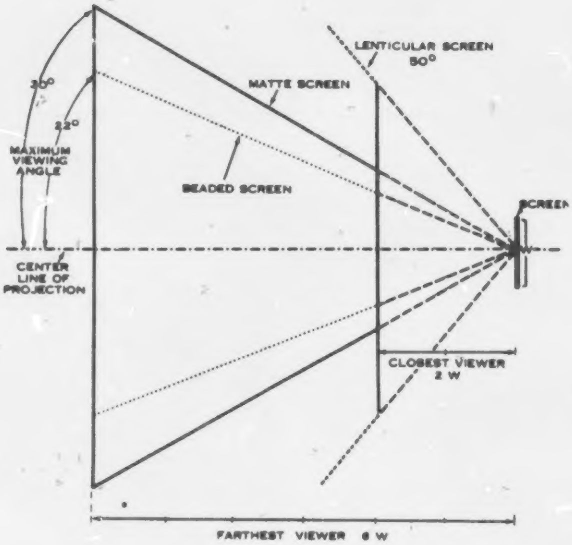
- Distance to the closest viewer: Two times the width of the screen.
- Distance to farthest viewer: Six times the width of the screen.
- Widest angle of view:
  1. Beaded screen–22° from the centerline of projection.
  2. Matte-finish screen–30° from the centerline of projection.
  3. Lenticular screen–40° to 50° from the centerline of projection.

Two general types of screens are available for projection use: front projection screens, which are opaque surfaces; and rear projection screens, which are made of translucent material.

There are three types of front projection screens: beaded, matte-finish, and lenticular. The lenticular screen is made up of tiny lens elements that confine the reflection or


KEYSTONED IMAGE
TILT SCREEN TO PREVENT KEYSTONING
FRONT PROJECTION
REAR PROJECTION
NO OBSTRUCTION TO VIEW
4½'

174.20
Figure 5-4.–Projection screens should be positioned in accordance with accepted standards to ensure optimum viewing.


LENTICULAR SCREEN 50°
MATTE SCREEN
30°
22°
MAXIMUM VIEWING ANGLE
BEADED SCREEN
SCREEN
W
CENTER LINE OF PROJECTION
CLOSEST VIEWER 2 W
FARTHEST VIEWER 6 W

174.21
Figure 5-5.–Following accepted standards for audience placement in relation to the projection screen will ensure optimum viewing by the audience.

transmission of light and permits wide-angle viewing.

REAR PROJECTION SCREENS.–There are two general types: the translucent matte finish and the lenticular type. If the screen has a finish on one side and a polished surface on the other, turning the polished surface to face the viewer will afford good contrast but will reflect room light and will probably necessitate complete darkening of the room. If the matte finish side is turned to face the viewers, contrast will be slightly less but room lights can be used, which is a desirable feature.

Line of Vision

In planning the space arrangement the speaker should not stand in the line of vision. The lectern should be set to one side of the screen, leaving a clear view of two-thirds of the stage area and only partially blocking the remaining third. On the opposite side of the screen from the lectern, A-frames, flipcharts, chalkboards, and so on can be set up for optimum visibility.

LIGHTING

Proper lighting is important to relaxed viewing. Without question, the less the room light, the more brilliant the image on the screen and the greater the contrast. On the other hand, brilliance and glare can be annoying and cause eyestrain. A proper level of room light reduces the contrast and permits viewing with a minimum of strain.

The light source in the room should be behind or at least toward the rear of the audience. In this way, glare spots on the screen and extraneous light which reduces contrast can be avoided.

Front lights produce too much light on the screen, and their glare is distracting. Another important factor in lighting is that one should never schedule an overhead projector presentation in the morning in a room which has windows on the east side which cannot be draped. Conversely, presentations should not be scheduled in the afternoon in a room with windows on the west side which cannot be draped.

THE PROJECTOR SHOULD NEVER BE FOCUSED ON THE SCREEN WITHOUT A SLIDE. The absence of a slide on the overhead projector while changing transparencies results in an annoying glare. The darker the room, the greater the glare, and the greater the distraction to the flow of the presentation. None of the usual solutions to this problem are quite satisfactory. The switching of the projector bulb on and off brings the risk of bulb failure, which can be an awkward distraction, to say the least. The shutter that fits just under the lens can be used, but manipulation calls for a third hand if transparencies are to be shifted quickly. Further, this shutter does not cut off the light from either the ceiling or the operator's eyes. The operator may therefore be temporarily blinded and possibly lose his place in the script.

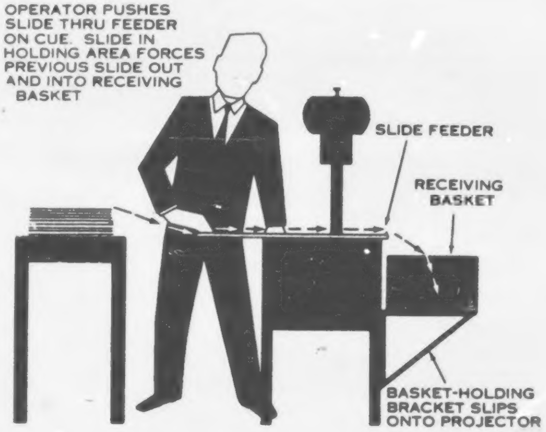
To solve this problem, you can use a simple device that cuts off light at the aperture as well as pre-positions slides. This device, designed to work with any overhead projector, is attached to the light table with masking tape. A transparency is fed into the channels and centered over the aperture. While this transparency is being shown, the next transparency is fed into the holding area. To change transparencies, it is necessary merely to push the new transparency into position, thus forcing the first one out. This device permits very rapid changes, the use of single cue words with no pause for changing the slide, and ensures that there is always a slide over the light source as shown in figure 5-6.

AUDIO-VISUAL MECHANICS

A well set up presentation area with smoothly working equipment can add immeasurably to the speaker's confidence and poise. At the same time, nothing can ruin a presentation more quickly than equipment that functions incorrectly or audio-visual devices that can't be seen or heard.

Set up the projector with the lens at an exact right angle to the screen to prevent any sideway keystoning. Allow sufficient distance from the screen so that the image fills as much of the screen as possible while retaining sharp focus.

Whenever possible, the mechanics of a presentation should be kept in the background–either behind the screen, to the


OPERATOR PUSHES SLIDE THRU FEEDER ON CUE. SLIDE IN HOLDING AREA FORCES PREVIOUS SLIDE OUT AND INTO RECEIVING BASKET
SLIDE FEEDER
RECEIVING BASKET
BASKET-HOLDING BRACKET SLIPS ONTO PROJECTOR

174.23

Figure 5-6.–When using the slide-feeder method of operating an overhead projector, the operator pushes a new slide into the feeder to force the previously shown slide into a receiving basket.

rear of the audience, or in an enclosed projection booth.

The rear projection arrangement not only hides the machine and its operator, but also reduces the noise and interference of the projector fans. Just as important, rear projection separates the projector and the narrator, thus eliminating a potential source of distraction.

For rear projection (using the overhead projector described earlier) a translucent screen must be used so that the image will go through the screen; also, the transparencies must be reverse-mounted. Portable translucent screens that can be carried in small convenient cases can be purchased in several sizes. The better types can be assembled in various ways to give different heights and to slant forward or backward to eliminate keystoning.

In mounting transparencies for rear projection, it is necessary to reverse the transparencies (that is, to turn them upside down) before binding them in the frame. Transparencies with overlays, when mounted for rear projection, cannot be used for front projection without remounting them in the frame.

The major problem in rear projection often is lack of room behind the screen.

When you use more than one type of projector for a presentation (using the rear-of-audience or projection-booth method) stagger projector heights to ensure that no machine projects the silhouette of the projector in front.

After your projectors are in position, take the following steps:

Connect the power cords, making sure that all connections are firm and cables are placed so people will not trip over them.

Turn on the machines, check for proper operation, and familiarize yourself with all controls. Keep a spare bulb by each machine.

Run through the material to be projected, checking for relevance of material, quality of projection, and focus.

Set each machine for immediate cue-in.

Speakers (amplifiers) should be placed as far from the lectern as possible while still remaining in front of the audience. This will avoid microphone squeal or feedback. They should be placed on opposite sides of the room, angled slightly toward the audience. They also should be set to a height several feet above the audience to enable undistorted sound to reach the back of the audience.

OPERATING LOCAL SPEAKERS BUREAU

A local speakers bureau normally is a part of the public affairs office. The bureau has the responsibility of implementing, on a local level, the functions of the Navy Department Speech Research Branch (located at CHINFO) which are to:

- Provide full-time professional speech delivery counsel to senior Navy speakers through use of the Navy Speakers Evaluation Studio.

- Attempt to broaden the scope of platform appearances by Navy speakers to include all segments of American society.

- Secure qualified Navy speakers for appropriate gatherings.

- Provide (upon request) reference material in depth concerning primary naval subjects.

- Develop and distribute publications and other materials designed to encourage support and improve public speaking by qualified Navy spokesmen.

Local speakers bureaus are usually part of the community relations sections. These bureaus offer one of the best and most direct means of reaching the public and keeping them informed on various Navy activities. All naval district public affairs offices, which have responsibility for the bulk of the Navy's speech program, have been directed to establish and maintain a speakers bureau. Other large commands, and some allied naval commands such as SACLANT, operate some type of formal speakers program.

In its simplest form, a speakers bureau is nothing more than a list of speakers to talk on a variety of subjects. To be a truly effective tool in enhancing the goals of a well-planned community relations program, however, a speakers bureau demands much more. It demands, for example, detailed planning and organization. If you establish and operate a speakers bureau, there are certain steps you should follow:

- Prepare a good, solid planning directive.
- Develop and maintain a roster of volunteer speakers.
- Prepare speakers folders.
- Develop a community organizations file.
- Develop a speakers bureau reference library file.
- Maintain an organized file on all incoming and outgoing correspondence relating to the bureau's operation.
- Evaluate all speaker requests.
- Be prepared to assist the speakers in any way possible.
- Evaluate each speaking engagement.

THE PLANNING DIRECTIVE

When you prepare your planning directive to establish standing operating procedures for a speakers bureau, you should thoroughly investigate all policy, guidance, and restrictions, if any, of higher authority. You must comply with the provisions of the Department of the Navy Public Affairs Regulations.

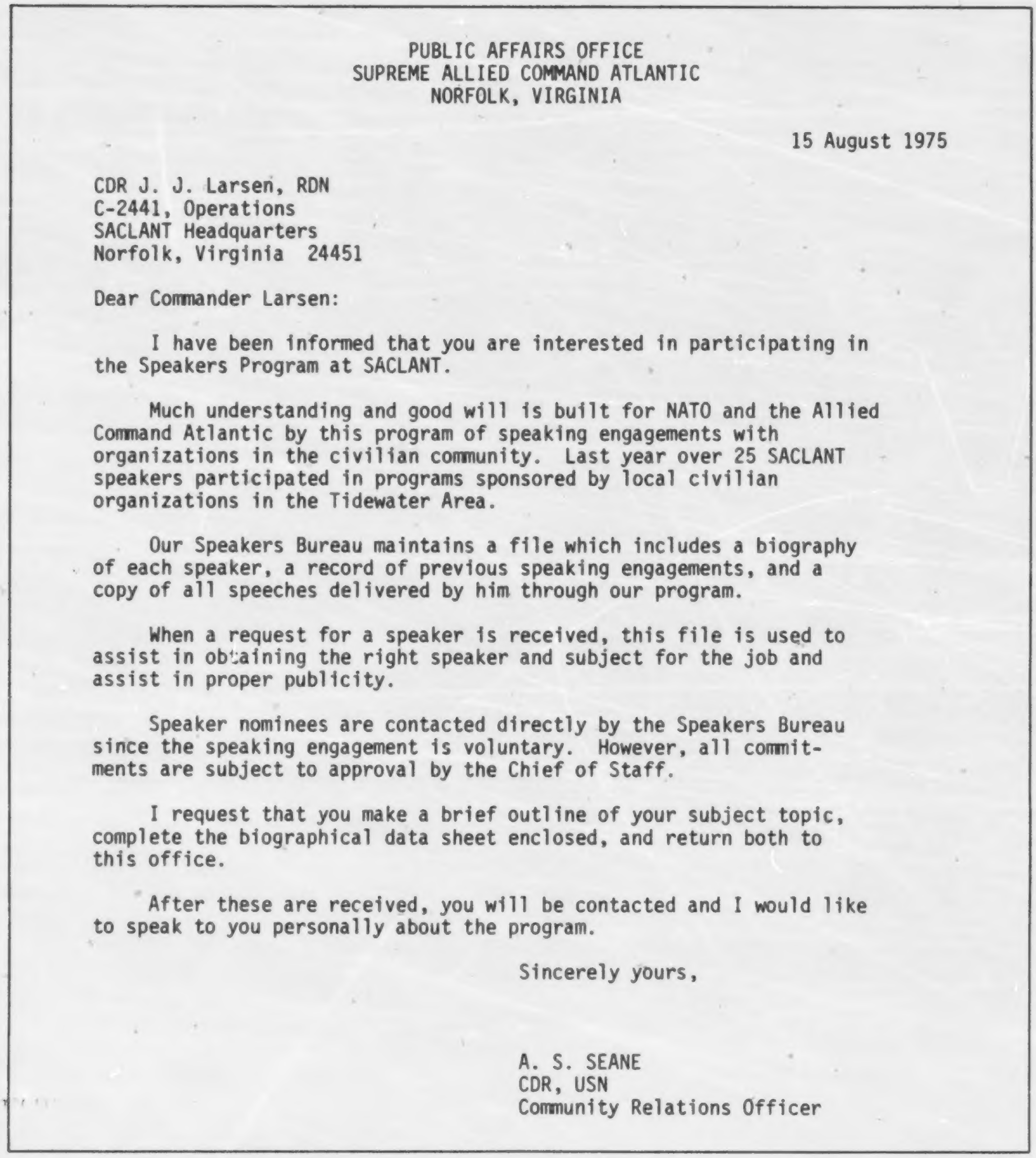
The following is a list of reference material and information on the writing, scheduling, and handling of speaker requests. All may be obtained upon request from the Navy Department Speech Bureau:

- U.S. Navy Speakers Guide, NAVSO P-3000–A biennial handbook presenting general material such as speech structure, language, delivery, and problems in speech; a list of pertinent Navy speech directives; and a selected professional speech bibliography.
- CHINFO Fact File, NAVSO P-3002–A package of research material compiled to assist Navy spokesmen in the preparation of speeches.
- *DIRECTION*, NIRA P-0001–A monthly magazine of the Navy Internal Relations Activity, Office of the Chief of Information. The magazine is designed for Navy public affairs personnel and commanding officers, executive officers, department heads, and other personnel in leadership positions. It frequently includes features on speechmaking and speech materials.

After a thorough study of the above Navy references, determine local command policy, guidance, and restrictions, if any, and seek firm command support for the speakers bureau. This support should be reflected in your planning directive in the paragraph on "Policy." Other essentials that must be published in the bureau plan are:

- Background on the Navy Department Speech Program.
- Responsibilities (include what the public affairs office will do to assist speakers; what the speaker must do; and what other agencies are responsible for).
- Restrictions if applicable (may be included as part of "command policy" paragraph).
- Specific details on the operation of the bureau (explain clearly the sequence of events in an assigned speaking engagement, including any reports that must be submitted by speaker).
- Administration (if not included under the above paragraph, state clearly any financial responsibilities, who publishes applicable orders, etc.).

The completeness and word choice in preparing your planning directive will have a strong influence on the ease with which you obtain qualified speakers. Be sure the directive does not appear to place too heavy a burden on a speaker. Give him as much assistance as possible. Reflect those items in your directive.



PUBLIC AFFAIRS OFFICE
SUPREME ALLIED COMMAND ATLANTIC
NORFOLK, VIRGINIA

15 August 1975

CDR J. J. Larsen, RDN
C-2441, Operations
SACLANT Headquarters
Norfolk, Virginia 24451

Dear Commander Larsen:

I have been informed that you are interested in participating in the Speakers Program at SACLANT.

Much understanding and good will is built for NATO and the Allied Command Atlantic by this program of speaking engagements with organizations in the civilian community. Last year over 25 SACLANT speakers participated in programs sponsored by local civilian organizations in the Tidewater Area.

Our Speakers Bureau maintains a file which includes a biography of each speaker, a record of previous speaking engagements, and a copy of all speeches delivered by him through our program.

When a request for a speaker is received, this file is used to assist in obtaining the right speaker and subject for the job and assist in proper publicity.

Speaker nominees are contacted directly by the Speakers Bureau since the speaking engagement is voluntary. However, all commitments are subject to approval by the Chief of Staff.

I request that you make a brief outline of your subject topic, complete the biographical data sheet enclosed, and return both to this office.

After these are received, you will be contacted and I would like to speak to you personally about the program.

Sincerely yours,

A. S. SEANE
CDR, USN
Community Relations Officer

174.33

Figure 5-7.—New personnel who express a desire to participate in a command's speakers program should receive a follow-up in the form of a letter.

DEVELOPING A SPEAKER ROSTER

Having clearly defined the bureau guidelines, your next step, is of course, to develop a roster of speakers (consider officers, enlisted personnel, Navy civilians, retired, and Reserve personnel) who are qualified and express a desire to speak on Navy associated subjects.

Many of our younger petty officers and nonrated men and women are extremely articulate and, more importantly, have a rapport and "voice" among high school and college students that older officers and petty officers seldom match. Such young men and women should be sought out and used in speakers bureaus, and opportunities for them to speak should be solicited vigorously, particularly among younger audiences.

Another group of "natural" speakers at many commands are the instructors in the various Navy training programs. These men, too, have an authority and a ring of authenticity which officers cannot duplicate; they were selected for their ability to speak and they have no peers as technicians and specialists.

Naval personnel of any minority race are frequently the most effective speakers to send to groups composed chiefly of their own race.

Consideration should be given to permitting promising speakers to attend one of the public speaking seminars sponsored by the Chief of Information. These two-week seminars, usually conducted twice a year, are intensive courses in public speaking taught by speech teachers at the college or university level, and by professionals from such fields as advertising, sales, and public relations. Information about the seminars may be obtained from the Navy Department Speech Bureau.

Meticulous effort must be expended in speaker recruiting. There are a variety of methods, some of which follow, through which you can seek volunteers.

COMMAND ASSISTANCE.–Informing incoming personnel of the command's speakers program can be accomplished during initial interviews with the officer in command or the person designated to give indoctrination briefings. If incoming personnel express a desire to participate, follow up with a personal letter such as the example in figure 5-7. Enclose a speaker biographic data form, such as the one contained in figure 5-8. You can make your own modification of this form as well as the others discussed in this chapter.

REVIEW PERSONNEL FILES.–Request that a continuing list of incoming personnel be sent to the public affairs office with key items of data (where assigned, previous assignment, unusual duty, etc.). When the name of a potential speaker crosses your desk, send him a letter requesting his participation.

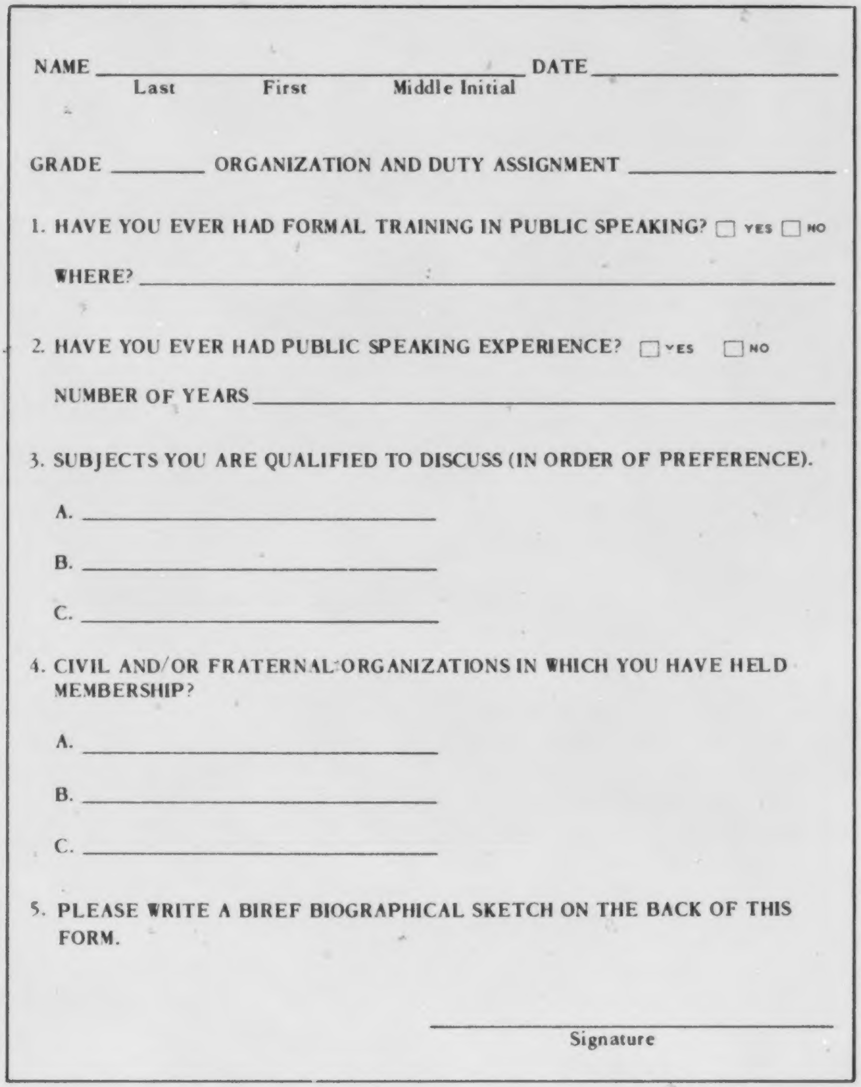
IT PAYS TO ADVERTISE.–You can advertise your speech program by: (1) sending letters to neighboring subordinate commands requesting they assist you by inviting qualified members of their organization to participate (see figure 5-9); (2) sending form letters to all personnel urging participation (including a biographic data sheet as illustrated in fig. 5-8); and (3) publish material in the command newspaper, newsletter, plan of the day, and so forth.

LOCAL TOASTMASTERS CLUBS.–Toastmaster and Toastmistress are international organizations that give their members training and experience in public speaking. Local clubs of both organizations are in existence in most cities where naval activities are located. Many Navy personnel participate in these clubs, and such participants are often excellent candidates for the speakers bureau. Contact the club chairmen and ask for names of naval participants who are qualified.

INCENTIVES.–Speakers often need incentives to participate. Publicize the bureau and what it is accomplishing. Give recognition to speakers, give certificates, publicize awards and commendations for speakers in newspapers, bulletins, and so forth. Such recognition can often make the task of recruiting much easier.

Speakers' Folders

The next step is to prepare a folder on each recruited speaker, listing all essential



NAME ______________________________ DATE ______________
Last First Middle Initial

GRADE ________ ORGANIZATION AND DUTY ASSIGNMENT ______________

1. HAVE YOU EVER HAD FORMAL TRAINING IN PUBLIC SPEAKING? ☐ YES ☐ NO

WHERE? ______________________________

2. HAVE YOU EVER HAD PUBLIC SPEAKING EXPERIENCE? ☐ YES ☐ NO

NUMBER OF YEARS ______________________________

3. SUBJECTS YOU ARE QUALIFIED TO DISCUSS (IN ORDER OF PREFERENCE).

A. ______________________

B. ______________________

C. ______________________

4. CIVIL AND/OR FRATERNAL ORGANIZATIONS IN WHICH YOU HAVE HELD MEMBERSHIP?

A. ______________________

B. ______________________

C. ______________________

5. PLEASE WRITE A BIREF BIOGRAPHICAL SKETCH ON THE BACK OF THIS FORM.

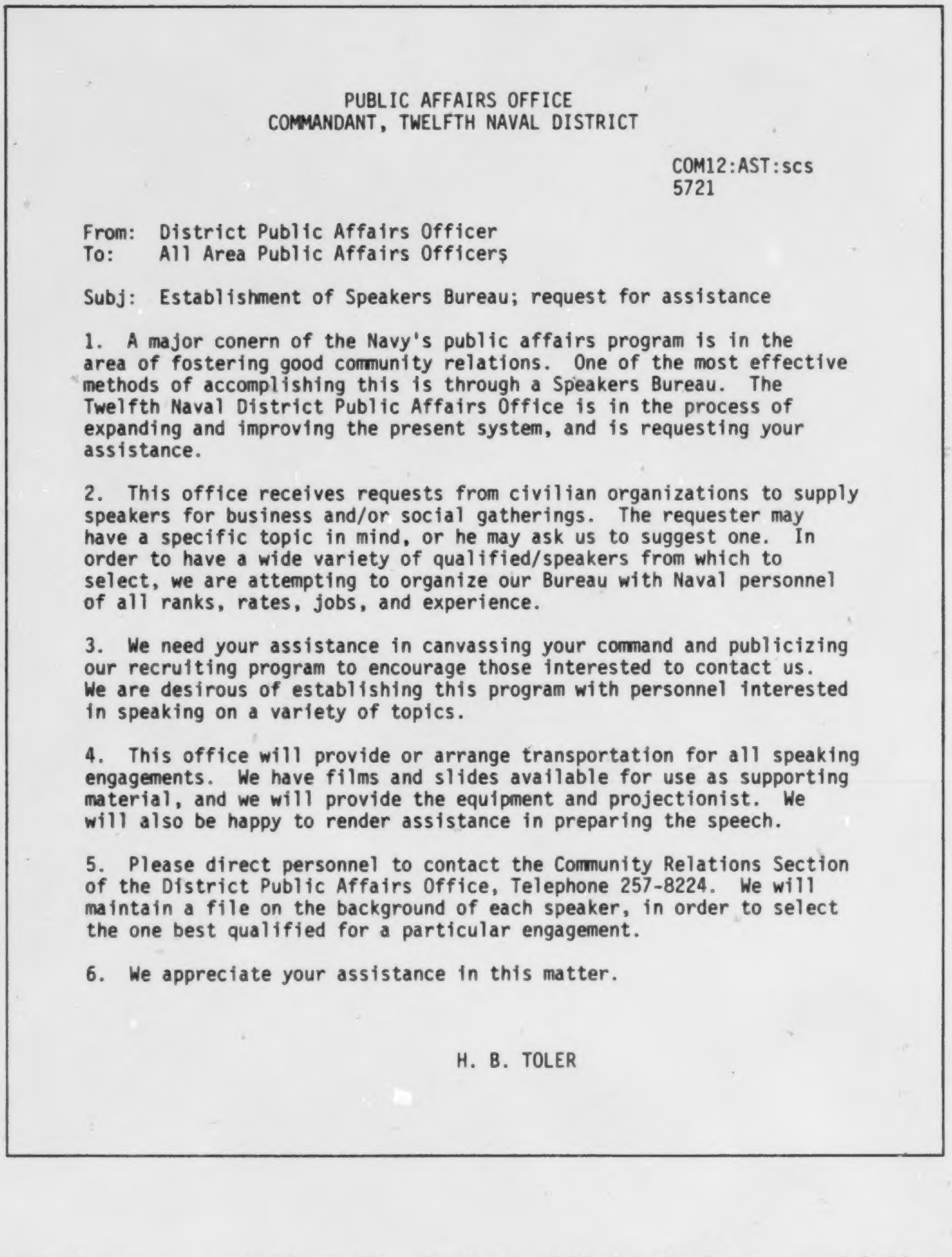
____
Signature

174.34

Figure 5-8.—Speakers' folders should contain all essential information including a biographical data form.

information: previous speaking experience or training, special qualifications to speak on certain subjects, previous speaking engagements and evaluations, biographic data sheet, photographs and news releases for advance publicity, a proposed intordunction for the program chairmen, and any additional elements that might be of interest in fitting a speaker to a subject.

If your speakers bureau is fortunate and has a large number of speakers, it may be advantageous to use a cross-reference system to



PUBLIC AFFAIRS OFFICE
COMMANDANT, TWELFTH NAVAL DISTRICT

COM12:AST:scs
5721

From: District Public Affairs Officer
To: All Area Public Affairs Officers

Subj: Establishment of Speakers Bureau; request for assistance

1. A major conern of the Navy's public affairs program is in the area of fostering good community relations. One of the most effective methods of accomplishing this is through a Speakers Bureau. The Twelfth Naval District Public Affairs Office is in the process of expanding and improving the present system, and is requesting your assistance.

2. This office receives requests from civilian organizations to supply speakers for business and/or social gatherings. The requester may have a specific topic in mind, or he may ask us to suggest one. In order to have a wide variety of qualified/speakers from which to select, we are attempting to organize our Bureau with Naval personnel of all ranks, rates, jobs, and experience.

3. We need your assistance in canvassing your command and publicizing our recruiting program to encourage those interested to contact us. We are desirous of establishing this program with personnel interested in speaking on a variety of topics.

4. This office will provide or arrange transportation for all speaking engagements. We have films and slides available for use as supporting material, and we will provide the equipment and projectionist. We will also be happy to render assistance in preparing the speech.

5. Please direct personnel to contact the Community Relations Section of the District Public Affairs Office, Telephone 257-8224. We will maintain a file on the background of each speaker, in order to select the one best qualified for a particular engagement.

6. We appreciate your assistance in this matter.

H. B. TOLER

174.35

Figure 5-9.—Speakers programs can be advertised through letters to neighboring subordinate commands inviting qualified members to participate.

identify speakers and subjects easily. Prepare cards which can be filed alphabetically according to topic (see figure 5-10).

These folders provide the best method of ensuring that you select the right speaker for the right occasion and special audience.

The Civic File

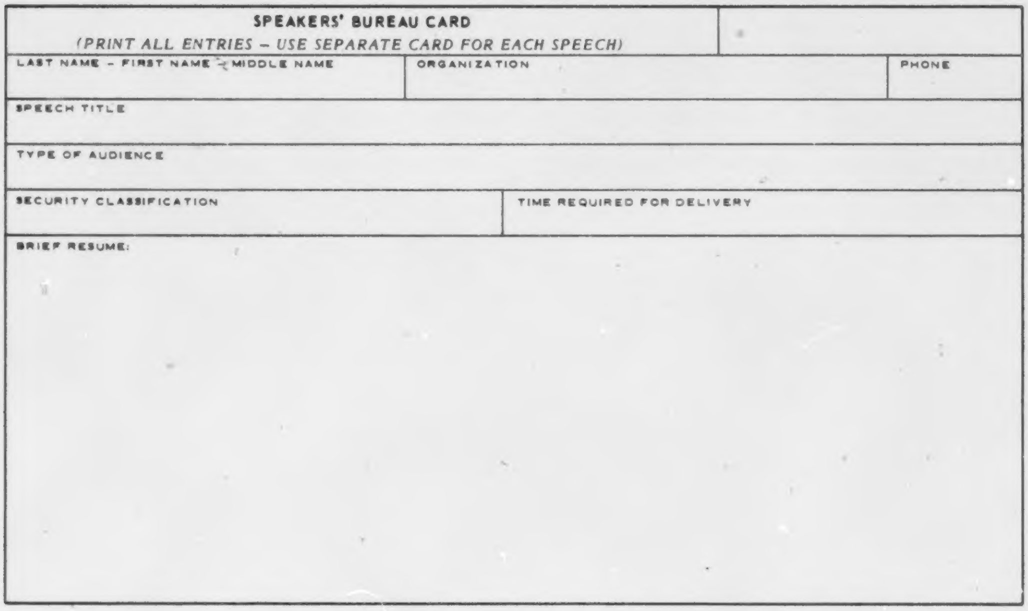
In addition to information concerning the speakers, it is equally important to develop an extensive file on community organizations which includes detailed information on various civic groups, business mens' clubs, veterans organizations, and other types of forums before which Navy speakers might appear. Such information provides data for audience analysis discussed earlier in this chapter. Refer to the previous chapter (complete section on "Fact-finding") of this manual when you develop this file.

Reference Library

The fifth step in the organization of a speakers bureau is the development of a reference library. This file should include reference material on most Navy or military oriented topics. The more complete the reference library, the greater the assistance to the speaker. Such assistance may be a determining factor in the speaker's willingness to accept speaking engagements.

The functions of the reference library file are to:

- Assist the speaker in selecting a topic of current interest and appropriate to the mission of the command.
- Provide easy access to factual information on current topics.
- Provide easy access to policy statements and speeches on current themes.
- Provide guidelines and models for the preparation of speeches.



SPEAKERS' BUREAU CARD
(PRINT ALL ENTRIES – USE SEPARATE CARD FOR EACH SPEECH)

LAST NAME – FIRST NAME – MIDDLE NAME
ORGANIZATION
PHONE
SPEECH TITLE
TYPE OF AUDIENCE
SECURITY CLASSIFICATION
TIME REQUIRED FOR DELIVERY
BRIEF RESUME:

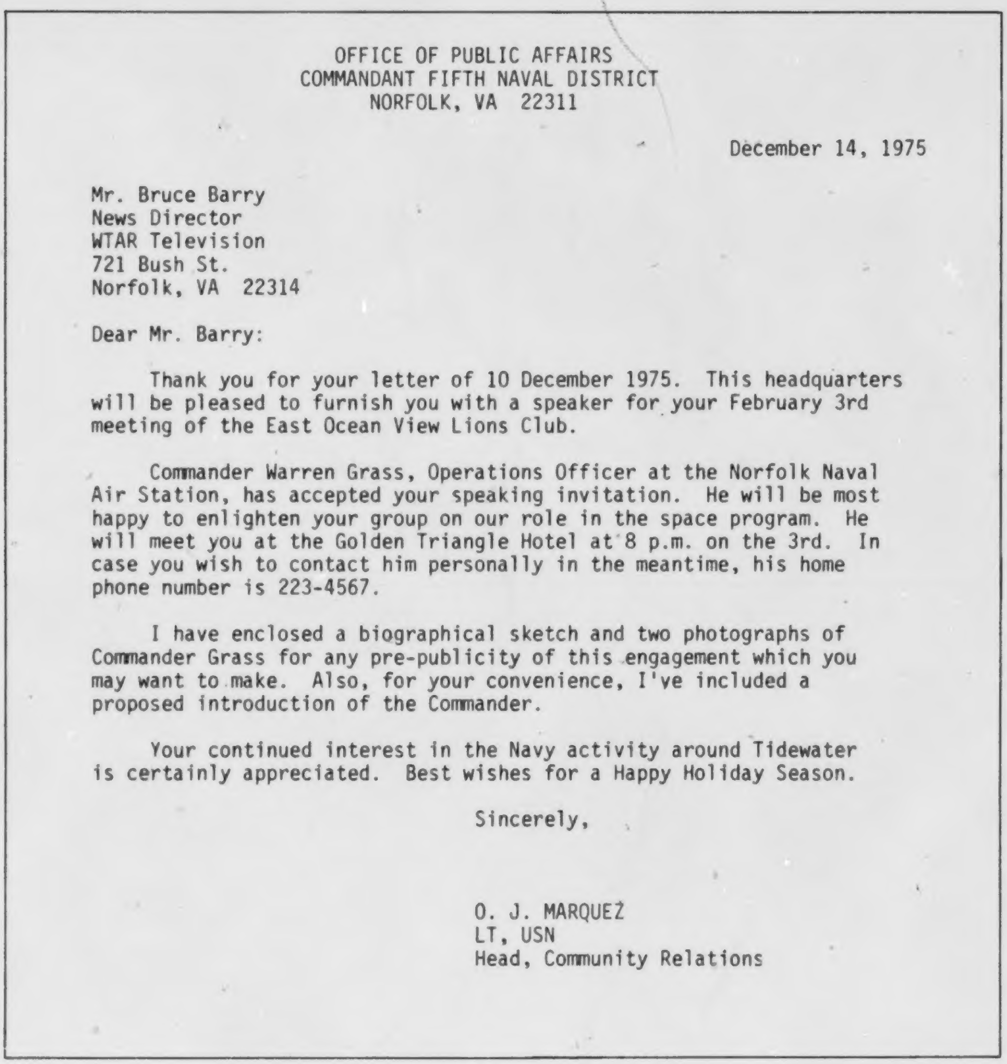
174.36

Figure 5-10.—Large speakers bureaus use a cross-reference card system to identify speakers and subjects.

- Provide appropriate data concerning availability of audio-visual aids.

Following is a list of materials you should consider retaining in your reference library:

- Fact sheets
- Information or news sheets
- Newsletters
- Copies of published speeches
- Specially prepared speech materials that may be obtained from the Navy Department Speech Research Branch



OFFICE OF PUBLIC AFFAIRS
COMMANDANT FIFTH NAVAL DISTRICT
NORFOLK, VA 22311

December 14, 1975

Mr. Bruce Barry
News Director
WTAR Television
721 Bush St.
Norfolk, VA 22314

Dear Mr. Barry:

Thank you for your letter of 10 December 1975. This headquarters will be pleased to furnish you with a speaker for your February 3rd meeting of the East Ocean View Lions Club.

Commander Warren Grass, Operations Officer at the Norfolk Naval Air Station, has accepted your speaking invitation. He will be most happy to enlighten your group on our role in the space program. He will meet you at the Golden Triangle Hotel at 8 p.m. on the 3rd. In case you wish to contact him personally in the meantime, his home phone number is 223-4567.

I have enclosed a biographical sketch and two photographs of Commander Grass for any pre-publicity of this engagement which you may want to make. Also, for your convenience, I've included a proposed introduction of the Commander.

Your continued interest in the Navy activity around Tidewater is certainly appreciated. Best wishes for a Happy Holiday Season.

Sincerely,

O. J. MARQUEZ
LT, USN
Head, Community Relations

174.38

Figure 5-11.—The speakers bureau correspondence file should contain copies of all letters accepting speaking invitations.

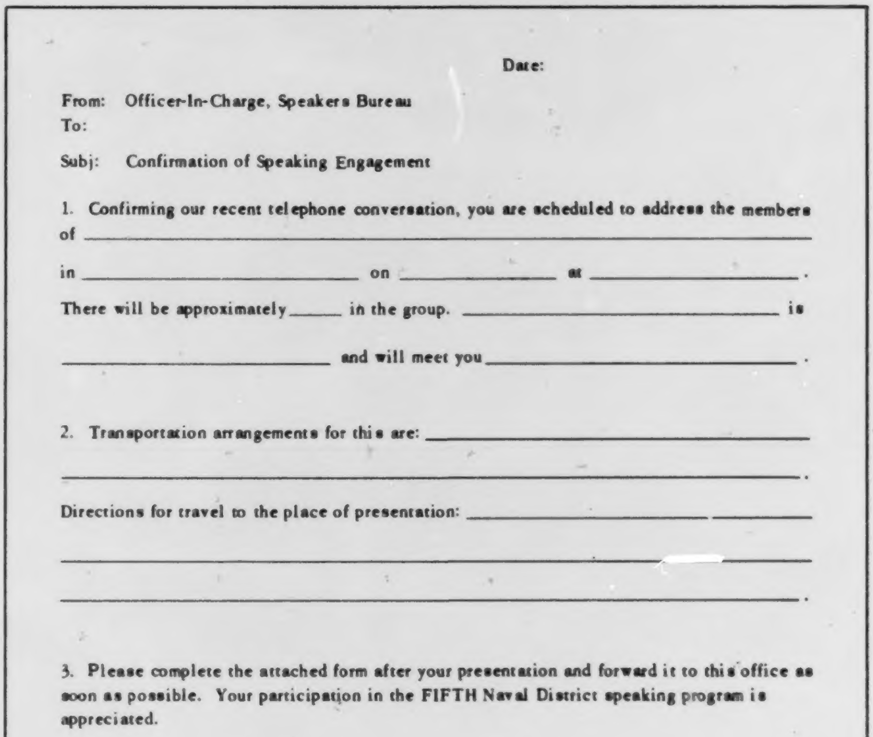
- Guides for preparing speeches (U.S. Navy Speakers Guide, etc.)
- Selected periodicals and Navy magazines publishing key Navy speech themes
- Command information materials

Correspondence File

A correspondence file has two major purposes: (1) to provide a complete record of the operations of the speakers bureau, and (2) to provide a reference for new personnel in operating the bureau and continuing established procedures without loss of efficiency.

Your correspondence file should contain:

- Letters from organizations that request speakers
- Replies to organizations, accepting or rejecting requests, as well as followup letters with additional details (figure 5-11)
- Notification to speaker nominee confirming his speaking engagement (figure 5-12)



Date:

From: Officer-In-Charge, Speakers Bureau
To:

Subj: Confirmation of Speaking Engagement

1. Confirming our recent telephone conversation, you are scheduled to address the members of ______________________________

in ______________ on ____________ at ____________.

There will be approximately _____ in the group. ______________________ is

______________________ and will meet you ______________________.

2. Transportation arrangements for this are: ______________________

____.

Directions for travel to the place of presentation: ______________________

____

____.

3. Please complete the attached form after your presentation and forward it to this office as soon as possible. Your participation in the FIFTH Naval District speaking program is appreciated.

Officer-in-Charge
Speakers Bureau

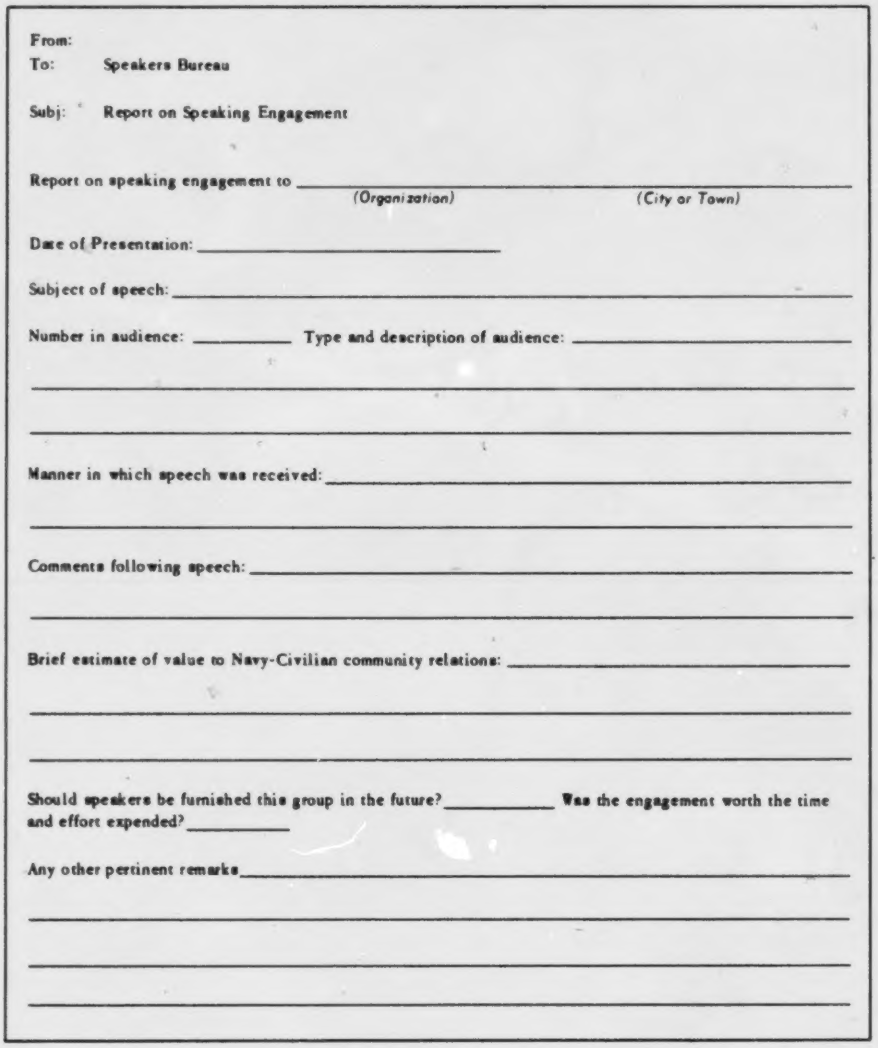
174.39

Figure 5-12.—Once a speaker has been scheduled, he should receive a letter confirming the speaking engagement. The letter should cover all specifics of the event.

- Reports of speaking engagements made by speakers following their presentations (figure 5-13)
- "Thank you" letters from sponsoring organizations to speakers or the bureau
- Official commendations or letters of appreciation to speakers (figure 5-14)
- Special forms used in operating the bureau, such as work sheets (figure 5-15) and speaker request forms (figure 5-16)

Advertising the Bureau

After you establish a speakers' bureau, it is necessary to develop appropriate speaking



From:
To: Speakers Bureau

Subj: Report on Speaking Engagement

Report on speaking engagement to ________________________ ________________________
(Organization) (City or Town)

Date of Presentation: ____________________

Subject of speech: ________________________________

Number in audience: ________ Type and description of audience: ____________________

____

____

Manner in which speech was received: ________________________________

____

Comments following speech: ________________________________

____

Brief estimate of value to Navy-Civilian community relations: ____________________

____

____

Should speakers be furnished this group in the future? ________ Was the engagement worth the time and effort expended? ________

Any other pertinent remarks ________________________________

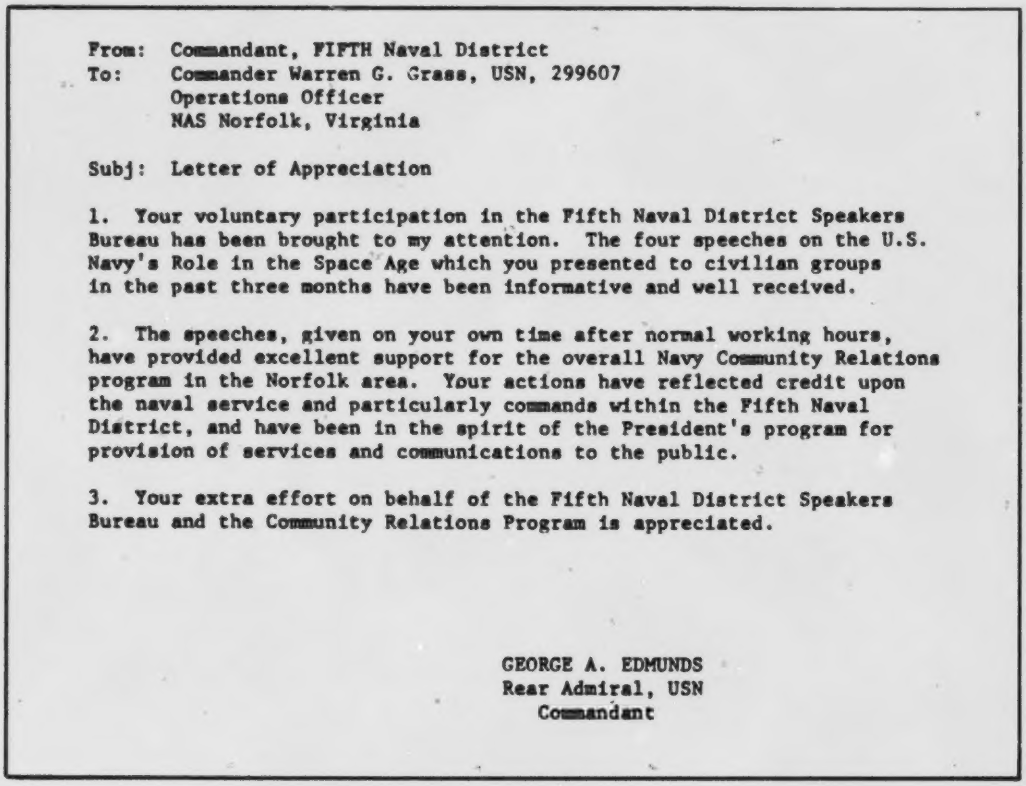
____

____

____

174.40

Figure 5-13.–To aid the speakers bureau in evaluating its engagements, speakers should be asked to file a speaking engagement report.



From: Commandant, FIFTH Naval District
To: Commander Warren G. Grass, USN, 299607
Operations Officer
NAS Norfolk, Virginia

Subj: Letter of Appreciation

1. Your voluntary participation in the Fifth Naval District Speakers Bureau has been brought to my attention. The four speeches on the U.S. Navy's Role in the Space Age which you presented to civilian groups in the past three months have been informative and well received.

2. The speeches, given on your own time after normal working hours, have provided excellent support for the overall Navy Community Relations program in the Norfolk area. Your actions have reflected credit upon the naval service and particularly commands within the Fifth Naval District, and have been in the spirit of the President's program for provision of services and communications to the public.

3. Your extra effort on behalf of the Fifth Naval District Speakers Bureau and the Community Relations Program is appreciated.

GEORGE A. EDMUNDS
Rear Admiral, USN
Commandant

174.41

Figure 5-14.—Letters of appreciation to participants in your speakers bureau are one of the means for bestowing recognition on outstanding members of your program.

platforms—groups before whom your speakers can deliver the Navy message. The following methods should be considered in seeking to advertise your bureau and encourage worthy speaking requests.

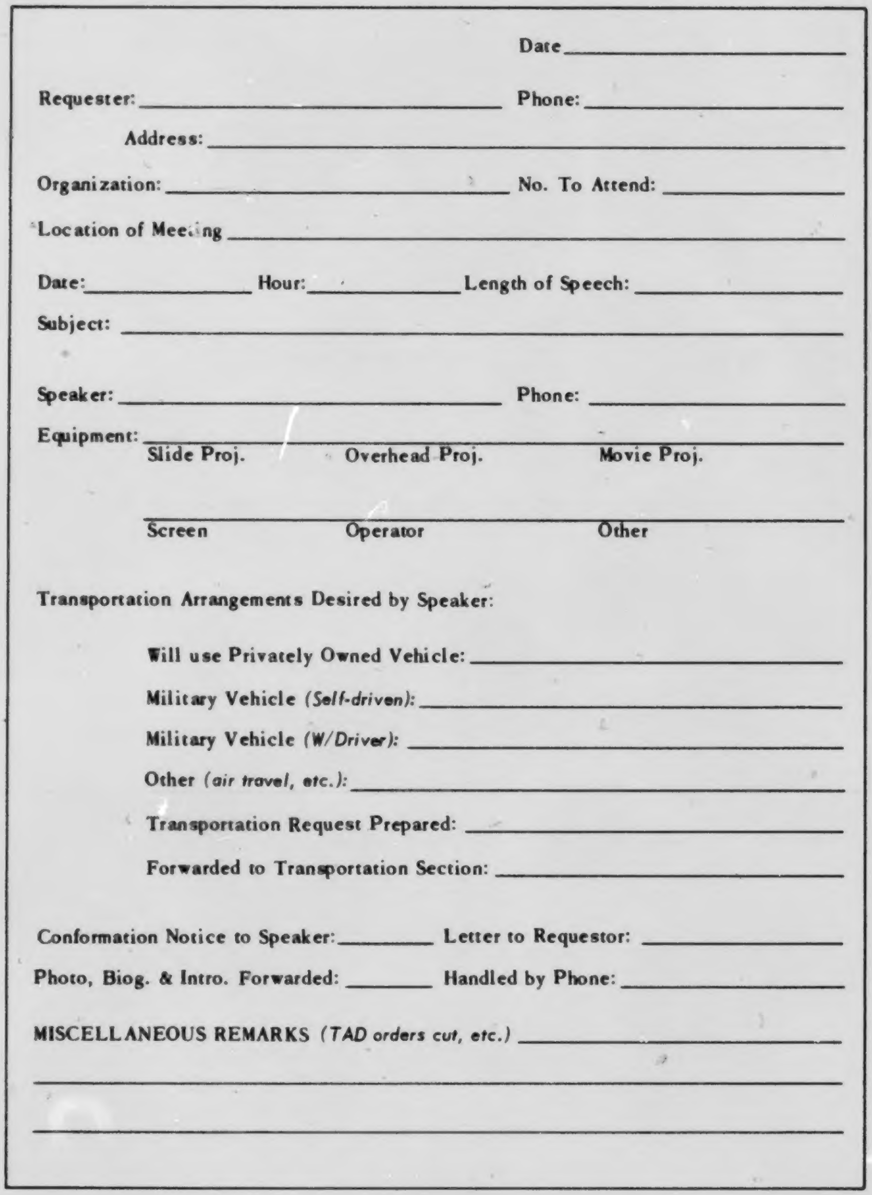
BROCHURES.—Publication of brochures present information on the availability of speakers, topics that can be requested, and the method of requesting.

LETTERS.—Send letters to various organizations telling them about your speakers' bureau (see figure 5-17). Enclose copies of your speaker request form.

PUBLICITY.—Advertise in various publications (command newspapers, radio/TV spot announcements, etc). Speakers can advertise the bureau when addressing various groups (for example, as an offer of service to the community to provide speakers for programs, etc.). Issue news releases advertising the bureau.

CHAMBER OF COMMERCE.—Inform the local chamber of commerce about your speakers' bureau. They often receive requests for speakers and may refer them to you.

TOASTMASTERS CLUBS.—Inform Toastmasters and Toastmistress clubs of the speakers bureau. As in the case of chambers of commerce, they can refer speaking requests to you.



Date____________________

Requester: ________________________ Phone: __________________

Address: ____

Organization: ______________________ No. To Attend: ____________

Location of Meeting ____________________________________

Date: __________ Hour: __________ Length of Speech: ____________

Subject: ____

Speaker: ________________________ Phone: __________________

Equipment: ____

Slide Proj. Overhead Proj. Movie Proj.

____

Screen Operator Other

Transportation Arrangements Desired by Speaker:

Will use Privately Owned Vehicle: ____________________

Military Vehicle *(Self-driven)*: ____________________

Military Vehicle *(W/Driver)*: ____________________

Other *(air travel, etc.)*: ____________________

Transportation Request Prepared: ____________________

Forwarded to Transportation Section: ____________________

Conformation Notice to Speaker: ________ Letter to Requestor: ____________

Photo, Biog. & Intro. Forwarded: ________ Handled by Phone: ____________

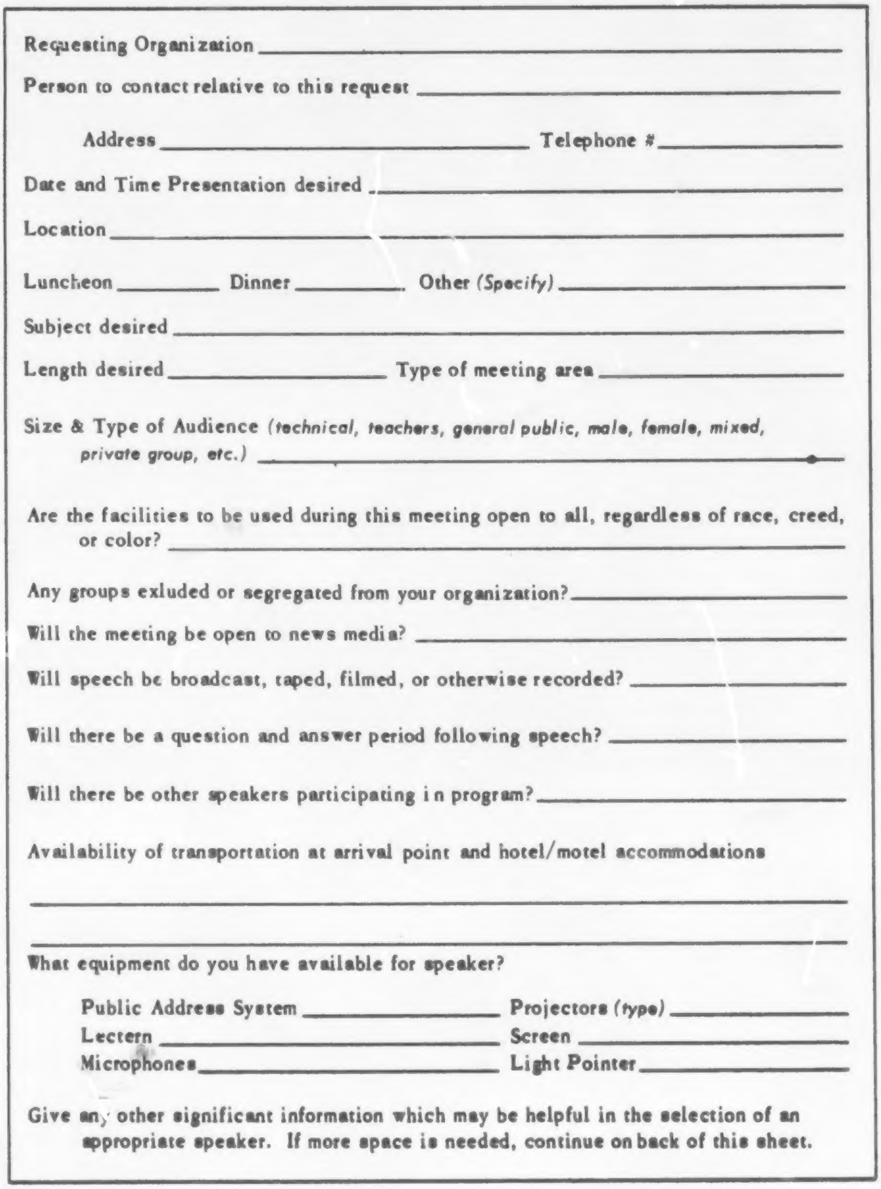
MISCELLANEOUS REMARKS *(TAD orders cut, etc.)* ____________________

____

____

174.42

Figure 5-15.–A good speakers bureau work sheet is an invaluable tool when you put the finishing touches on an engagement.



Requesting Organization ______________________________

Person to contact relative to this request ______________________________

Address ______________________________ Telephone # ______________

Date and Time Presentation desired ______________________________

Location ______________________________

Luncheon __________ Dinner __________ Other *(Specify)* ______________

Subject desired ______________________________

Length desired ______________ Type of meeting area ______________

Size & Type of Audience *(technical, teachers, general public, male, female, mixed, private group, etc.)* ______________________________

Are the facilities to be used during this meeting open to all, regardless of race, creed, or color? ______________________________

Any groups exluded or segregated from your organization? ______________

Will the meeting be open to news media? ______________

Will speech be broadcast, taped, filmed, or otherwise recorded? ______________

Will there be a question and answer period following speech? ______________

Will there be other speakers participating in program? ______________

Availability of transportation at arrival point and hotel/motel accommodations

____

____

What equipment do you have available for speaker?

Public Address System ______________ Projectors *(type)* ______________

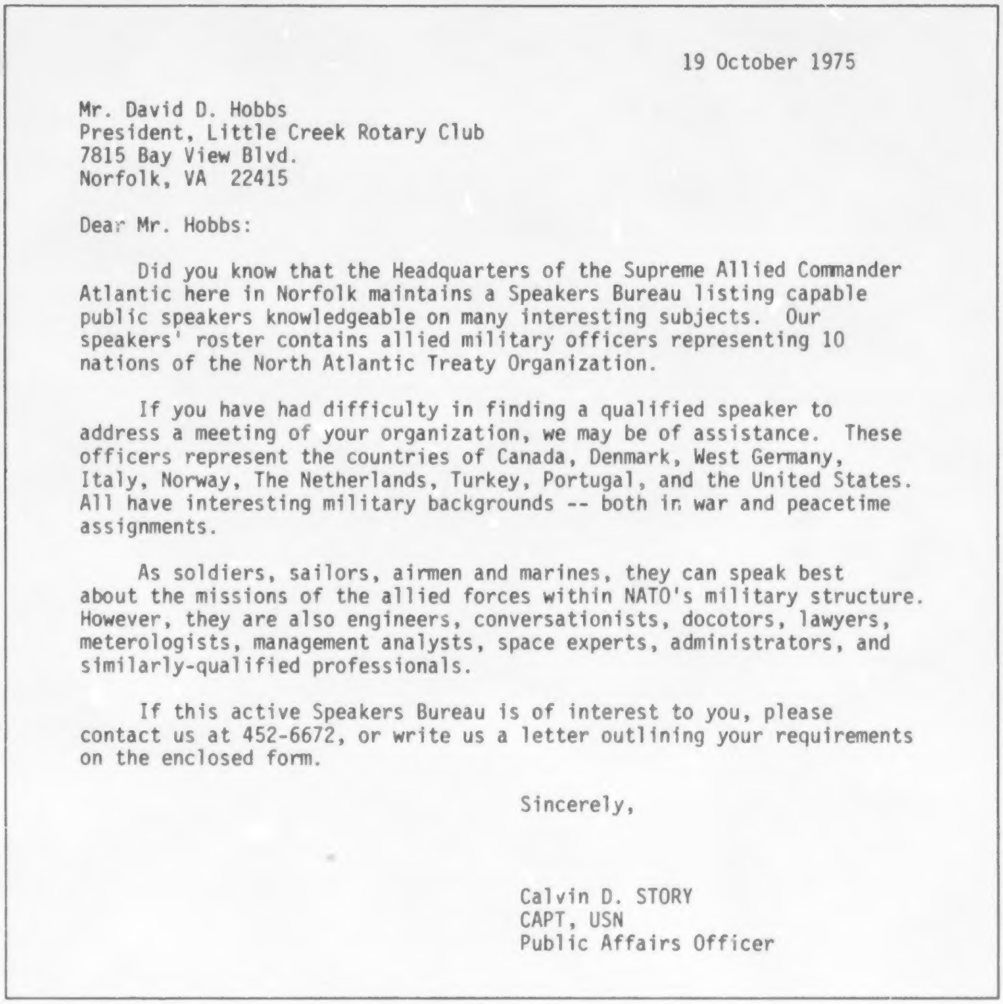
Lectern ______________ Screen ______________

Microphones ______________ Light Pointer ______________

Give any other significant information which may be helpful in the selection of an appropriate speaker. If more space is needed, continue on back of this sheet.

174.43

Figure 5-16.—After receiving an initial request for a speaker, a speaker request form should be completed, either by the requesting organization or by the speakers bureau, using information furnished by the requesting organization.



19 October 1975

Mr. David D. Hobbs
President, Little Creek Rotary Club
7815 Bay View Blvd.
Norfolk, VA 22415

Dear Mr. Hobbs:

Did you know that the Headquarters of the Supreme Allied Commander Atlantic here in Norfolk maintains a Speakers Bureau listing capable public speakers knowledgeable on many interesting subjects. Our speakers' roster contains allied military officers representing 10 nations of the North Atlantic Treaty Organization.

If you have had difficulty in finding a qualified speaker to address a meeting of your organization, we may be of assistance. These officers represent the countries of Canada, Denmark, West Germany, Italy, Norway, The Netherlands, Turkey, Portugal, and the United States. All have interesting military backgrounds -- both in war and peacetime assignments.

As soldiers, sailors, airmen and marines, they can speak best about the missions of the allied forces within NATO's military structure. However, they are also engineers, conversationists, docotors, lawyers, meterologists, management analysts, space experts, administrators, and similarly-qualified professionals.

If this active Speakers Bureau is of interest to you, please contact us at 452-6672, or write us a letter outlining your requirements on the enclosed form.

Sincerely,

Calvin D. STORY
CAPT, USN
Public Affairs Officer

174.44

Figure 5-17.–Sending letters to heads of service, fraternal, religious, and professional groups soliciting speaking platforms is an excellent method of advertising the existence of your speakers bureau.

RETIRED OR RESERVE PERSONNEL.–Ask these groups to advertise among their many civilian contacts the availability of military speakers.

NEIGHBOR COMMANDS.–Inform adjacent military commands of your bureau. They will frequently receive requests which they cannot fill and will refer them to you.

Evaluation of Requests

With the speakers bureau effectively organized and properly publicized, numerous speaking requests can be anticipated. It is now the task of the public affairs office (or head of the speakers bureau) to evaluate requests for speakers to ensure that providing a speaker is in the best interests of the service and that the command will derive all the benefits possible from the speaking engagement. Recommended procedures are as follows:

POLICY AND GUIDANCE.–Check the speaking request against policy and guidance (your planning directive, which should conform to local policy and *PA Regs,* should provide an adequate measuring device to determine if a request falls within the scope of objectives of the speakers bureau).

INVESTIGATE THE GROUP.–If a request is received by phone, always ask for a follow-up letter. Ask for information concerning the organization (if such data is not already complete in the community organizations files) and the speaking engagement. Check out the organization to be sure it is not one before which military speakers are restricted from appearing.

JUDGE WORTHINESS.–Based on the information obtained, determine if accepting the speaking engagement will be in the best interest of the service and derive benefits for the command.

ESTIMATE THE SPEAKING SITUATION.–If a request is deemed worthy and within established policy and guidance, proceed with a detailed analysis of the audience, occasion, and location. (The community organizations file should be used, and any gaps filled in by the requesting organization).

SELECT AND CLEAR THE SPEAKER.–Having estimated the speaking situation, select the speaker best qualified and make sure he will be able to accept the engagement. (It is also good procedure to have an alternate speaker prepared.) Notify the speaker in writing after checking his availability by phone.

ACCEPT THE REQUEST.–When you have completed the above analysis and assured yourself that the speaker can accept the engagement, notify the organization in writing (you may, of course, initially accept by phone and follow with a letter). Provide the organization program chairman with a photograph and either a biographical data sheet or a proposed introduction for the speaker.

Assisting the Speaker

The public affairs office which desires a truly effective speakers bureau must provide capable assistance to a speaker who has accepted an engagement. Following is a list of things to consider:

- Brief the speaker on the purpose of the speech, importance of the engagement to the command, the value that can be derived, and the benefit expected. Be sure he understands any special guidelines that apply to the speaking engagement.

- Help the speaker analyze the audience, occasion, and location.

- Assist in selecting an appropriate topic and in narrowing the topic for the particular audience.

- If he so desires, advise the speaker on format, organization, sequence of ideas, support material, and so on.

- Review and edit, as necessary, the speaker's manuscript for security, propriety, and consistency with DOD and Navy policy.

- Provide an opportunity to critique the presentation in rehearsal.

- Provide assistance in obtaining audio-visual devices and aids. It is sometimes necessary to provide the speaker with an assistant to set up and operate audio-visual equipment.

- Provide the speaker with material which may prepare him to answer special questions, not directly relevant to his subjects, that may be asked at the conclusion of his talk.

Evaluation of the Engagement

After the speech, attempt to determine the effectiveness of the presentation. Ask the speaker to submit a speaking engagement evaluation report (figure 5-13); request comment from the organization; request comment from military personnel who may have attended the presentation; and seek to attend various presentations yourself from time to time in order to make personal evaluations.

The public affairs office which is willing to expend the considerable effort required will reap immeasurable success from realizing the full potential of Navy speakers.

CHAPTER 6

PUBLIC AFFAIRS IN ADVERSE NEWS SITUATIONS

A recruit dies of meningitis or dies during a drill session. A brig guard is accused of brutality or a drill instructor of mistreating recruits. Fire rages at sea following the collision of two ships. A carrier inadvertently pumps oil onto a foreign beach. Each of these incidents is news.

Can it be said that the events are newsworthy merely because of the morbid curiosity of the civilian press and the general public? Not really. Curiosity is not a civilian-only trait, but a human one. Navymen read bad news just as avidly as anyone else. News of disaster, crime, scandal, and corruption have a universal interest.

These incidents are news because each contains the essentials of a good news story–immediacy, consequence, drama, conflict, emotion. They are news because people are interested and are often directly affected.

Events that affect the Navy and its personnel are generally matters about which the public has an inherent right to know, whether the news is good or bad. This right can be abridged in very few cases, principally if security is involved. The fact that bad news is embarrassing does not mean we should not release it, because this fact does not curtail the public's right to know. Stories concerning this nation's military establishment and the lives and welfare of U.S. fighting men must be told.

Another reason these stories must be told is a purely practical one. Bad news cannot be suppressed. Attempts to hide bad news make the Navy look dishonest. Guesswork which is often worse than the truth is stimulated, and the agony is prolonged. Any refusal to cooperate with the news media, for whatever reason, causes speculation, rumor, and conjecture to replace the truth and facts of a situation. This is especially true in an emergency where things are confusing anyway.

Even though there are effective methods of coping with the public affairs problems that accompany nearly every accident, large or small, mistakes are often made by public affairs personnel in handling the news aspects of disasters.

Naturally, no two bad news situations are identical, but public affairs people can apply principles in releasing information to the public. *Journalist 3 & 2* describes the techniques of handling an accident story affecting an individual or a small group, such as a sailor killed in an auto collision or a pilot and crew killed in a plane crash. It discusses the accident story structure, including the lead, the casualty list, casualty releasing policy, the body, and writing style.

This chapter provides the senior Journalist with guidance for the successful handling of public affairs in major peacetime naval disaster situations.

DISASTER POLICY GUIDANCE

The Department of Defense formulates all basic policy regarding the release of disaster information by the armed services. The individual services, in turn, disseminate their own policy instructions in accordance with the basic DOD directives. There is no master disaster plan issued by the Department of Defense, or by any of the armed services. Since the military services, individually and collectively, are subject to all the many types of natural and man-made disasters, the lack of a master plan is understandable. The Atomic Energy Commission and NASA, for instance, operate in limited areas of specialized activities with predictable accident situations. The Navy can by the same token anticipate certain disasters peculiar to specialized operations. Individual naval commands, bases, installations, fleets, and so forth re-issue policy guidance best suited to their individual needs and circumstances based on these basic service guides.

DOD has in existence several basic directives on which individual service guidance is based in the area of disaster information. Implementation instructions are contained in PA Regs.

DISASTER DEFINED

The concept of disaster varies with the kind and degree of ego involvement of the persons or groups concerned. The word "disaster" signifies one thing to the family or community involved, another to the disaster research scientist, and still something different to the governmental agency or voluntary relief organization charged with relief and rehabilitation measures. Webster defines disaster as a sudden and extraordinary misfortune; a calamity. One sophisticated definition states that disaster is, "A disruption in the normal flow of energy that is uncontrolled."

In reference to communities, one writer has said: "Disaster means the impinging upon a structured community of an external force capable of destroying human life or its resources for survival, on a scale wide enough to excite public alarm, to disrupt normal patterns of behavior, and to impair or overload any of the central services necessary to the conduct of normal affairs or to the prevention or alleviation of suffering or loss. Usually, the term disaster refers to an episode with tragic consequences to a substantial portion of the population."

In examining these definitions, it would appear that disasters, regardless of how or by whom defined, have certain common attributes. They include injury, suffering, and/or death for several people and damage or destruction to possessions and property. Peacetime disasters considered according to their origins are of two main types: natural and man-made.

There is no official military definition for military or naval disasters. However, any definition of peacetime naval disaster would only differ from those listed above in the application of terms to naval personnel, equipment, or installations. In terms of this chapter it must also be remembered that naval disasters differ in the scope of public interest and concern. A naval disaster in any locale provokes the interest of the entire country since Navy personnel come from all corners of the United States. A Navy ship involved in collision, for instance, may very well have representatives from all 50 states in her crew.

OTHER MEANS OF DESCRIBING DISASTER

In addition to the two general classes of disaster, natural and man-made, there are other descriptive differences which are helpful to consider.

Disasters differ in:

- The degree of their predictability.
- The degree of their probability.
- The degree of their controllability.
- The nature of the precipitating agent.
- Their origin.
- Their speed of onset.
- Their scope.
- Their destructive effects on people and physical objects.

CATEGORIZING DISASTER

There is no commonly accepted system of categorizing disasters beyond the two main divisions–man-made or naturally caused. For operational purposes, however, the Red Cross recognizes the following types:

- Hurricanes.
- Tornadoes.

- Other windstorms.
- Floods.
- Flash floods.
- All other storms (hailstorms, snowstorms, etc.).
- Explosions.
- Fires.
- Wrecks (train, ship, airplane, etc.).

LESSONS FROM PAST NAVAL DISASTERS

It is helpful to discuss successes in the handling of public affairs in past naval disasters. It is probably more important, however, to scrutinize the reasons for failure. This chapter does both.

Between 1778 and 1978 naval history has documented information on over 250 major naval disasters occurring in other than wartime operations.

For the expressed purposes of this chapter the disaster cases to be discussed have been limited. Other detailed case studies are available from the Plans and Programs Division of CHINFO.

The gauge of success or failure is difficult to measure. In the Navy success means competence in carrying out the assigned mission; performing according to one's rank/rate and responsibility; reflecting one's own personal experience; and upholding and maintaining the traditions of the naval service.

Contemplating a major disaster is not a pleasant task. The Navy's operational forces have learned that constant training to meet a national emergency, peace-keeping action, or disaster situation have paid handsome dividends when the real event occurred. The public affairs staff must be ready for disaster when it strikes. A disaster plan could be meaningless if the public affairs staff is unfamiliar with it or cannot put it into operation. All concerned should have a thorough knowledge of the disaster plan and be able to put it into effect. Each individual should know his duties and responsibilities, such as where he goes, what he may be expected to do, and his own particular part in the overall public affairs operation. It would be useful for the public affairs staff to run drills in off-duty hours to determine how long it would take to fully man the office (or CIB) in a disaster situation. You should periodically put the disaster plan in full operation to find out how long it might take to get out a release, radio tape, or newsfilm.

USS ENTERPRISE

The public affairs officer and his staff who consider a major disaster inevitable and prepare for it accordingly, will be able to act effectively if it does occur. Here is a report filed by the public affairs officer on the *Enterprise* following her disaster in 1969. It's an excellent example of how PREPAREDNESS pays off in an adverse news situation:

> "Where were you at 0830 on January 14, 1969? If you were the public affairs officer on board *USS Enterprise* that sunny Tuesday morning 70 miles south of the island of Oahu, Hawaii, you were about to witness a tragic event that combined holocaust with heroism, and you would be part of the machinery responsible for reporting it to the world.
>
> "*Enterprise* had just begun her second day of a two-and-a-half day operational readiness inspection; the crew expected to be at general quarters all day with a break for lunch.
>
> "As public affairs officer, I am assigned the position of battle announcer and my GQ station is on the captain's bridge. Half the public affairs personnel are assigned GQ stations. By 0800 the public affairs staff had assembled in the office; those people in repair parties were getting ready to be called away while the remaining journalists were setting up for publication of the ship's daily newspaper. Suddenly I heard a muffled noise followed by a small

tremor through the ship. It was similar to the percussion grenades used in Monday's exercise. I thought this to be an unusual way to start the morning battle problem. Immediately general quarters was sounded with an unusual prefix–'this is not a drill.'

"Unaware of the ensuing fire on the flight deck involving airplanes and ordnance, I grabbed my mask and started my pre-planned route to the captain's bridge. When I reached the bridge, four minutes had elapsed from the time of GQ. The ship was turned into the wind to keep the flames aft. For 20 minutes the fires and explosions played havoc with *Enterprise* as her valiant flight deck crewmen battled the blaze with fire hoses and foam. Many firefighters were repeatedly blown out of the scene only to grab a hose and rush back to fight the fire. Damage control parties were preventing spread of fires below decks. The training and courage of all these fire fighters helped save the ship. The nuclear power plant of *Enterprise* was not affected in any way by the accident.

"Ultimately, this was the theme of our story: how the long hours in preparation and training paid off. When the time came, it saved the ship and kept casualties to a minimum.

"By the time the fires were brought under control and finally extinguished (40 minutes after they began), preparations for our news story and a dockside meeting with the news media were already underway.

"Shortly after my arrival on the bridge I placed a call to the public affairs office. Instructions were given to the editor of "The Big E" to proceed to the dispensary to get interviews and start a count of the dead and injured. Another member of the office staff was instructed to start preparing 100 press kits for distribution. The editor of the daily newspaper was called to the bridge (the ship was still at GQ). There I showed him the navigator's log where all the events had been chronologically recorded. He began to gather the facts to write *Enterprise's* first press release.

"During air operations, ship's company photographers are always present filming landings and take-offs on the flight deck. They were present when the first explosion occurred and produced many good photos plus a fair motion picture of the fire and subsequent explosions. A Coast Guard aircraft called to the scene took several color stills and one color motion picture film. Two of the pictures taken by the aircraft crew were released by the 14th Naval District before *Enterprise* arrived at pierside.

"As the ship drew near to Pearl Harbor, Commander in Chief Pacific Fleet, Admiral John J. Hyland, flew aboard to inspect the damage. With him came his public affairs representative, who would set up the command information bureau (CIB) at Commander In Chief Pacific Fleet (CINCPACFLT) Headquarters to handle the press queries and day-to-day press relations. The CIB was maintained for five days at which time the press queries were then referred directly to *Enterprise*.

"Together, the CINCPACFLT representative and I began to plan for the ship's arrival at Pearl Harbor and how we would handle the press. A suggestion was made to have a pierside interview with the *Enterprise* commanding officer. I objected. This, I thought, would look like we were hiding the facts, and tend to draw credibility away from any future statements the Navy would make concerning the accident. We should take the initiative and permit the press to board *Enterprise* upon arrival at Pearl Harbor.

"Let the press make their own assessment of the damage to the ship caused by the fire and explosions. Make available people who were willing to be interviewed and who were actually involved in fighting the fires. Most important, have the commanding officer make a kick-off statement and answer questions. Interviews with the commanding officer and crewmen are better than any press release that could be written.

"I made my point and the news conference was held aboard ship with Captain Kent L. Lee giving the opening remarks. (His prepared statement had been approved by CINCPACFLT and CINCPAC).

"At the completion of Captain Lee's remarks, flight deck personnel were interviewed. These men were chosen by the head of the air department, the man responsible for the training and performance of flight deck personnel. They were briefed only to comment on what happened to them and what they observed. They were told not to conjecture about how the fire started or what the cause might have been. Just stick to the facts as they related to themselves.

"Flight deck personnel fielded questions magnificently. In one case emotion crept through, lending great impact to the story of the interviewee. Press kits were distributed after the interviews, each containing a picture of the fire on the flight deck, and the ship's first news release, all approved by CINCPACFLT (CIB).

"From the press conference, the photographers and reporters were taken topside to the flight deck. The newsmen were cooperative in following the local rules concerning photographs taken inside the Pearl Harbor Naval Shipyard. The press had complete freedom to take pictures of the holes in the flight deck and all areas of damage.

"This opening-up attitude and earnest desire to assist the press in getting their story and to meet their deadlines helped carry the *Enterprise* story. As Captain Lee highlighted in his prepared statement, "Lessons learned from the *Forrestal* fire, new fire-fighting equipment and techniques, and the courageous effort of the fire fighters all helped to minimize casualties and damage." Such headlines as 'Preparations for Disaster Pay Off' (Honolulu Advertiser, Wed., Jan. 15) were common.

"Additionally, this early viewing of the ship and the cooperative attitude provoked such editorials and comments as this by Dave Donnely of the Honolulu Star Bulletin (Friday, January 17):

> 'Someone (and it might as well be me) has to congratulate the Navy for its magnificent cooperation following the *Enterprise* disaster. At the time when nerves were on edge and personal loss and tragedy (were) everywhere the Navy went out of its way to give the press—both newsmen and television—as complete a picture as it could. Well done. . . .'

"One area of reporting that causes concern is giving out the number of dead, missing, and injured personnel. When CINCPACFLT (CIB) released the figures of 25 dead, 17 missing, and 65 injured, this was a true statement under the rules of reporting casualties. (This is double counting. Some of the dead personnel had not been identified, thereby making the missing list longer by the same number of unidentified dead. The final count was 25 dead and 2 missing who were later declared dead. Total, 27 dead and 65 injured.) But story editors often run these figures together to produce sensational headlines like: '42 Dead or Missing in Big E Tragedy.' Another ran all three figures together to produce this headline: 'Over 100 Casualties in Big E Tragedy.'

"In essence these are true statements, but they tend to influence the reader, painting a darker picture than exists. I think we should review our method of reporting the number of dead and missing to prevent double counting and prevent editors from playing numbers games with these figures.

> "Overall, I think these types of reports were outweighed by the favorable attitude and understanding world-wide press that *Enterprise* received–an attitude achieved by cooperating with all news media personnel making a query about the accident."

USS LEYETE VS USS BENNINGTON

One factor strongly influencing the success or failure of public affairs problems in a naval disaster is the existence of a written disaster plan. A Navy public affairs officer was personally familiar with two similar disasters which occurred within eight months of one another and was able to make meaningful comments in regard to the worth of disaster plans. His comments concern the explosions on board two aircraft carriers.

> "On 16 October 1953 *USS Leyte* suffered an explosion in her port catapult machinery room. At the time she was docked in the Boston Naval Shipyard. Thirty-seven military personnel and civilian workers were killed and 28 injured. In the initial hours of the disaster there was a great deal of confusion regarding public affairs activities concerned with the disaster. There were a number of unfortunate incidents involving the media with crewmembers, workmen, and armed sentries. Marines physically removed newsmen from the ship, cameras belonging to civilian photographers were impounded, and some newsmen were threatened with loaded weapons. Wives, fiancees, and others close to *Leyte* men were refused entry to the base, and were given neither information nor a place to wait. Within a few hours many of the problems were taken care of, but not before much irreparable harm had been done.
>
> "On 26 May 1954 *USS Bennington* was steaming 75 miles south of Newport, R.I. when she was shaken by a series of violent explosions. Port side metal ladders and hatches in the vicinity of the forward elevator were twisted and torn to shreds. There were 103 men killed and over 100 injured.
>
> "Lessons learned from the *Leyte* disaster were obviously applied to similar problems encountered after the *Bennington* explosions. However, they were not merely committed to memory; they were preserved in a written disaster plan. As a result of experiences from the *Leyte* disaster just months previously, the public affairs staff of the First Naval District (PA staff handling both disasters) had an accident/disaster plan which they put into effect. Media were cleared and admitted to the ship immediately upon arrival. An aura of complete cooperation between the Navy and commercial news media was verified by surveys taken later.
>
> "The public affairs actions taken in the *Bennington* disaster were considered outstanding by the Navy Department. Proof of this is the fact that a case study outlining the public affairs aspects of the *Bennington* disaster was disseminated throughout the Navy as guidance for public affairs handling of naval disasters."

Here are some of the recommendations made by the public affairs officer who handled both the *Bennington* and *Leyte* disasters:

- Release as much information as possible the first day to prevent the spread of rumors. This is the surest way to quell speculation and possible sensationalism.

- Keep the record straight by coordinating the release of statements from different spokesmen. Try to keep the number of "official spokesmen" to a minimum to avoid issuing conflicting reports.

- Use the services of the (nearest) naval district public affairs officer and his staff. The district public affairs officer is trained and experienced in public affairs, knows the media representatives in the area, and has access to the necessary personnel, equipment, and facilities.

- In almost every disaster situation, there are many examples of heroic actions. Rescue crews pulling injured from flaming wreckage, and men risking their lives to save the lives of their shipmates are both excellent and extremely timely subjects for making good news in the face of apparent disaster. Intelligent and rapid coverage of these actions can often turn the tables on a bad press and can leave a very favorable impression on the readers' minds.

- Set up a CIB ashore if the disaster occurs at sea. Shore-based commanders should provide as much help as possible so as not to overburden the personnel and facilities of the disaster-stricken ship.

- Request that additional telephones be made available ashore by contacting the local telephone company. The telephones not only enable newsmen to get their stories out, but also allow the uninjured or slightly injured to contact their families.

- Request the assistance of Western Union in handling stock messages such as "I am well and safe," for personnel involved in the disaster.

- Seek the services of an expert—military or civilian—who can explain the benefits available to the next-of-kin. The service should not be established, however, until dependents and next-of-kin have sufficient time to recover from the initial shock.

- When the court of inquiry is convened, try to make it an open court to prevent news media from getting the impression that the Navy has something to hide. The public affairs officer should be an advisor to the court or should be the sole spokesman for the court.

- Set up a 24-hour watch of competent public affairs personnel in the CIB for several days to answer queries from news media and questions from the next-of-kin.

- List the casualties in three categories on the casualty list: (1) known dead, (2) severely injured, and (3) slightly injured. All names in all three categories should be numbered for easy reference. Casualty lists should also be labeled as, Alfa, Bravo, and so forth. If additional names are later added to list Alfa, for example, then Addendum 1 to list Alfa should be released. Further additions would be on Addendum 2, Addendum 3, etc.

- Set a specific time for releasing the names of casualties, then stick to it. Make sure that the lists are checked, double-checked, then verified again to be absolutely correct.

PUBLIC AFFAIRS PROCEDURES IN NAVAL DISASTERS

There are a number of factors common to all disasters which may be applied when establishing procedures to handle an adverse news situation. The way in which you apply these factors will determine the success or failure of disaster public affairs.

ASSUMING YOUR RESPONSIBILITIES

When a naval disaster occurs, one of the most important officers advising the officer in command is the public affairs officer. The concentrated media interest will probably never again be as intense as it is during a disaster. It is a time when a professional public affairs staff proves its worth to the command and to the Navy.

The media have specialized requirements either unknown or misunderstood by most people. All the media are concerned about deadlines. Wire services need a quick report in order to get a few lines "on the wire." Still photographers and newsfilm cameramen need vantage points from which to cover the action. The television stations may wish to set up sound cameras for interviews. After the initial shock has subsided, the news magazines will want "in-depth" materials. The list of such specialized needs is endless.

To someone other than public affairs personnel, these special requirements may appear to be nuisance requests. Public affairs personnel understand that these are normal requests and act to see that they are properly taken care of.

It has been noted that the news media have specialized requirements which must be interpreted by you, the senior Journalist. In this regard it is important to emphasize the necessity to recognize and assume your full share of the responsibility in a disaster situation. The news media, the public, and the next-of-kin are relying on the Navy for complete, accurate, and timely information. In providing these services there are a number of actions and decisions which must be made quickly and capably.

Referring routine decisions to the commanding officer and public affairs officer, for instance, can be time consuming. It is also exasperating to the newsmen. Such a procedure may force the newsmen to seek information on their own. This is where advance planning and clear understanding of each person's authority and its limitations will enable you to make those decisions you can make and quickly recognize those that must be referred higher.

ORGANIZING THE WORK LOAD

The public affairs staff which is firmly committed and devoted to a policy of full and complete cooperation with the news media may cause its own failure by trying to do too much. A major disaster stimulates an almost endless demand for information. All the media attempt to get personalized accounts and direct quotes from the Navy spokesman. Each radio station, for example, will attempt to produce a taped statement or interview tailored to its individual requirements. This was noted by one researcher in his study of the *USS Thresher* disaster (nuclear submarine *Thresher* sank 10 April 1963 while conducting test dives 220 miles east of Cape Cod. Her entire crew of 112 and 17 civilians were lost):

> "When *Thresher* was lost, literally hundreds of small radio stations called the Pentagon seeking to record interviews with Navy spokesmen. A public information official in Washington noted that their compliance with these requests delayed their final decision on plans to transport newsmen to the site of search operations."

By becoming preoccupied with certain details, more important issues may be neglected. In a disaster situation, time and facilities must be organized. Urgent tasks of importance should of course be handled by the public affairs staff in an effort to do the best job possible. Never fall into the trap of performing each task in chronological order. Less important activities must simply wait their turn in the line of an established priority.

PHYSICAL ARRANGEMENTS

In a disaster situation, it must be remembered that the large influx of media representatives and next-of-kin are visitors in a strange environment. They must depend on others for their comfort, transportation, bodily needs, a place to wait, or a place to work.

Newsmen will need typewriters, paper, pencils, access to a telephone, and so forth. The next-of-kin will need a place to wait, something to occupy the long minutes or hours, and perhaps a hot cup of coffee to refresh them. Large signs, even hastily prepared, pointing the way to rest rooms or phone booths can make a great deal of difference in the atmosphere of a news room or dependents' lounge. They also save public affairs people precious minutes in answering basic questions when time is at a premium.

The people who converge on the public affairs officer and his staff in a time of disaster are, for the most part, vitally interested and concerned individuals. They should be treated with understanding and with special concern for their physical needs.

RELEASING INFORMATION

At the scene of a disaster, newsmen are the representatives of the public. Through their eyes the public learns what has happened, how it happened, and the other details that are available. The public's first impression of the situation and the Navy will be made by what they see in print, hear on the radio, or watch on television. It is important that these impressions be unbiased and undistorted from the beginning. As noted before, it is the earliest stories that make the biggest headlines, and the first impressions that are likely to be the most enduring.

After the first stories are released, it is important to retain the trust and confidence of the civilian newsmen covering the disaster. One way to keep the media objective is to keep the facts coming. In a major disaster newsmen are expected to keep supplementary reports coming until the emergency has subsided. If media representatives don't receive information as it becomes available, they will seek it out on their own. In so doing they may not get the true story.

The first hours of a disaster are hectic and tiring. The public affairs staff cannot afford to take a break in the critical hours following the initial release. You must be gathering more information to answer the inevitable questions which will follow. The direct responsibility of the public affairs officer and his staff continues until the interest of the press and public has been satisfied.

Releasing Authority

Under any circumstances there is usually a designated authority or specified coordinator for the release of information. In the midst of a disaster, such an authority is mandatory if satisfactory relations are to be maintained with the media and the public. When no one person is recognized as the official spokesman, there is confusion among the press, the relief workers, officials in charge, and indeed among the public affairs staff. This should be agreed to and specified in your disaster plan wherever possible.

The newsman without an official, authoritative point of contact has no ready way to distinguish truth from rumor or speculation. In addition, those people involved in the disaster and the personnel taking part in the relief efforts don't know who is receiving and coordinating disaster information for subsequent dissemination. The result is that current and meaningful information which should be continually passed to the press may never be released at all.

The individuals in charge of the relief efforts don't have the time or training to cope with the specialized requirements of the media. When contacted by media representatives, they may become uncooperative or even abusive. This can only make a bad situation that much worse.

A Navy public affairs officer (a captain with over 20 years' public affairs experience) had vivid memories concerning the crash of a Navy airplane. He had this to say in regard to a specified releasing authority:

> "There was a plane crash in a civilian housing area near the Johnsville Naval Air Station (Philadelphia, Pa.) in the early 1960s. Several civilians were killed in their homes. With the Navy rescue and salvage personnel on the scene were members of the civilian fire department and local police. No one had the authority to release information, assist photographers, etc. With no such authority established the naval officer in charge of the relief efforts prohibited photographers from taking pictures, expelled newsmen from the scene, and ordered no one to answer questions, etc. . . thus making the worst possible out of a bad situation."

Normally, the director of the CIB that is established to cope with a particular incident is appointed official spokesman or releasing authority. Or, it may be the public affairs officer on the staff of the officer in charge of search, rescue/relief, or disaster control operations. In some instances, it will be the public affairs officer on the staff of the naval district commandant within whose jurisdiction the disaster occurs.

Safeguarding Classified Information

Every Navyman has the personal responsibility for protecting classified matter against loss, compromise, or unauthorized disclosure. In the event of a disaster, public affairs people must be particularly alert to this fact.

A compromise of classified information has been defined as:

> . . . the known or suspected exposure of classified information or material to an unauthorized person.

The unauthorized person need not be an enemy agent or a spy. The person may not even know that he has obtained classified information. To cause a compromise, it is only necessary for a person who has not been officially cleared for the information to have access to it. An unauthorized disclosure can be the release of classified matter (information, photograph, etc.) through carelessness, error, or wrongdoing.

Compromise and unauthorized disclosure are most likely to occur in the momentary confusion and hectic activity which immediately follows an accident or disaster. In some cases, civilian workmen, medical personnel, policemen, disaster workers, newsmen and others may find themselves in areas or spaces which are normally restricted to them.

Although it isn't the public affairs officer's job to act as security officer at the scene, he is responsible for the protection of classified matter which falls under his cognizance in the execution of his duties. This also applies to you and any other members of the public affairs staff who may be at the scene or processing the story at the office.

Cooperation With News Media

Mere cooperation with newsmen will not guarantee sympathetic handling of the facts in an unfortunate situation. Newsmen have a job to do and will do it whether the Navy cooperates or not.

Cooperation, however, will often result in a more accurate and undistorted picture of the situation. If all the facts are presented carefully and candidly, as they become more available, newsmen are more likely to report them objectively. There is also less margin for error and less chance for misinterpretation.

If the Navy refuses to cooperate, the newsmen have no alternative but to start looking elsewhere for information. In an accident or disaster situation the newsman won't hesitate to interview any bystander in an effort to get information.

If the newsman knows that the public affairs representative is doing all in his power to cooperate and obtain up-to-minute information, he will prefer to wait for authenticated facts. He will prefer to hear the facts presented by an official spokesman or the officer in command. Cooperation works both ways. Consider, for instance, this editorial which appeared in *The Standard Star* of New Rochelle, N.Y. on 1 August 1967:

> "There will be an investigation to determine the circumstances from which evolved the tragic explosions and fires on the *USS Forrestal,* third mightiest carrier in the U.S. Fleet last Saturday morning.
>
> "And, as the facts are sorted out, some ways of guarding against such future mishaps may be found.
>
> "But the inescapable truth is that such hazards for men and ships of the Navy neither can be nor will ever be eliminated.
>
> "The *Forrestal* probably had built into her every possible device for protecting the crew and the ship.
>
> "But every aspect of her operations and her essential cargo had to be potentially lethal from the very beginning.
>
> "High octane fuel, for warplanes, has to be both flammable and explosive.
>
> "Ammunition of all types is dangerous–it's made to be.
>
> "So any combat ship is loaded with peril for her company and herself, as well as for the men and objects which her firepower is designed to destroy.
>
> "Those, of course, are self-evident facts of life for men of the Navy–and indeed, for men in all other elements of the Nation's armed forces.
>
> "But the great mass of the American people tend to have an unawareness of, if not an indifference to, the constancy of the courage required of men who wear the uniforms of the Army, the Navy, the Marine Corps, the Air Force and the Coast Guard.
>
> "It is true we react with horror when a holocaust such as that which struck the *Forrestal* is reported. And we are thrilled by accounts of heroic response of our service people in every such emergency.
>
> "But most of us still fall short of full understanding that what happened on the *Forrestal* last Saturday morning could, from one cause or another and in

greater degree, have happened at any hour on any day since that great ship was fully equipped for duty at sea. Or that similarly ominous prospects hang, day in and day out, over every man in any degree responsible for our national defense. For them there is no freedom from harm. We live, all of us, under a continuous debt of gratitude to them."

The Initial News Release

The initial news release on an accident should give as much information as possible, unless the disaster is of such magnitude that information about it is to be released from the seat of government.

The following information, if available, should be contained in the initial news release of an accident:

- Specific type of accident that has occurred,
- Location and time of the accident,
- Places of departure and/or destination of any vehicles involved,
- Persons involved (subject to requirements on notification of next-of-kin),
- Type of equipment involved, unless classified,
- Mission of units involved, unless classified, and
- A statement regarding whether a board of inquiry is investigating or will investigate the accident.

A release of this kind is in accordance with standard Navy policy of releasing as much information as security considerations permit. Additionally, it provides the news media with information to convey to the general public and will discourage rumors.

Releasing Names of Casualties

The Navy realizes that the greatest shock a family can receive is to read in a newspaper that a son or husband has been killed, without first having received official notification from the Navy. Whenever possible, the Navy protects the welfare of Navy families by withholding the names of casualties from news media until official notification is made.

Once the next-of-kin have been notified, however, the Navy attempts to expedite the release of the names to news media. This relieves the anxiety of the families of Navymen who were not involved in the accident.

For example, assume that there are a hundred aviators serving at a naval air station. If one is killed in a local crash and the facts are released without mentioning the pilot's name, the families of all the aviators in the area suffer until they learn the name of the victim. After his next-of-kin are notified, the anxiety of the other families is relieved when the name is released.

To protect the well-being and welfare of families, the Navy adheres to the following policy in releasing the names of casualties to news media. (NOTE: The following policy was in effect at the writing of this publication. For the most up-to-date guidance on the public release of casualties refer to the *PA Regs* and *BuPers Manual*.)

ACCIDENTS OCCURRING ON A MILITARY COMMAND WITHIN CONUS.–Public release of names of Navy personnel killed or injured may be withheld until the next-of-kin can reasonably be expected to have received notification. Every effort will be made, however, to release the names concurrently with the announcement of the accident or as soon afterwards as possible, in order to alleviate undue suspense or anxiety for relatives of other personnel of the unit involved in the accident.

ACCIDENTS OCCURING IN THE PUBLIC DOMAIN WITHIN CONUS.–If an accident occurs off Navy property and Navy personnel are involved, every effort should be made to notify the next-of-kin before releasing the names of those killed or injured. Newsmen on the scene may be able to obtain identification through other means, but humanitarian considerations dictate that next-of-kin should be notified of the situation before being confronted by the news through the general media.

Similar considerations hold true for notifying next-of-kin of Navy civilian personnel involved in accidents.

ACCIDENTS OCCURRING OUTSIDE CONUS.–In a unified command area, release of names will be directed by the unified commander. In other overseas areas, the next-of-kin will be notified before names or photos of casualties are released. In cases of multiple casualties, where notification of next-of-kin must be delayed because of incomplete information or lack of positive identification, the approval of the Chief of Naval Personnel may be sought for release of a partial list.

ACCIDENTS INVOLVING MORE THAN ONE SERVICE.–In all joint operations, queries will be referred to the joint commander regardless of whether he is of the service which had the accident.

The first release on a Navy accident during a joint operation, or Navy casualties in an accident in which another service is involved is made by the Navy if a Navy representative is present. This is true even if the joint commander is of another service. The release in that case is coordinated with the joint commander.

If a Navy representative is not immediately available for comment, and certain facts about the accident are obvious, any other service involved may assist newsmen who request information. An indication should be made that the information is interim in nature, confined to the basic known facts, and that an investigation is being made or will be made.

If an accident involves another service during a joint operation in which the Navy is participating, and if a representative of that service is not available, the following procedures apply:

1. After the initial release by the service involved, any other service which is participating in rescue or assistance operations may release an account of its own operations.

2. Information on survivors, in general, is not released until after all information on casualties has been released. In some instances, however, such as when the casualty list of another service must be substantially delayed, the Navy may be authorized to release a statement on survivors, such as that there were no Navy casualties.

DEATH OR INJURY OF NON-NAVY CIVILIANS ON BOARD NAVY SHIPS, AIRCRAFT, OR AT INSTALLATIONS.–In a unified command area, action will be directed by the unified commander. In other areas, notification will be made by message or telephone to the district commandant or other authority responsible for coordination of public affairs. If national interest is anticipated, the Chief of Information will be informed. Appropriate civil authorities also will be informed. Public release of the names of non-Navy civilian casualties is at the discretion of the command concerned. If it is considered advisable to release this information before the next-of-kin have been notified, a statement on the status of this notification should be included in the release.

ACCIDENTS OUTSIDE CONUS.–Navy commands must not release names or photographs of casualties prior to notification of next-of-kin. In case of multiple casualties, when notificaton to the next-of-kin of all persons involved will be delayed due to lack of information or identification of some individuals, partial release of the names of casualties for publication must not be made without prior approval of the Chief of Naval Personnel.

Rule Exceptions

During past naval disasters, there have been exceptions to the foregoing rules.

Newsmen are vitally interested in obtaining the names of the dead and injured. It may be necessary to release partial lists to satisfy local media. Local next-of-kin may be notified within hours. It may take 18 to 20 hours to receive notification receipts from families all over the country. The public affairs officer may wish to release names as the receipts of notification are received from the next-of-kin. This is difficult but does serve to keep the media up to date. In any case, it is vital that the names be double-checked for accuracy. Releasing a wrong name is worse than releasing no name at all.

Getting the names out may require special initiative. There is a 1952 case history of an aircraft carrier colliding with (and sinking) a destroyer. The destroyer lost 176 men of her 200-plus crew. News of the disaster was flashed across the country. Next-of-kin of those on board the destroyer waited for some word of loved ones. The collison occurred on a Sunday, which complicated the notification of next-of-kin and the release of information.

The Navy public affairs personnel on duty at the Pentagon were given permission to work in the casualty section of BUPERS in order to prepare a casualty list rapidly. The public affairs duty officer argued that in this case it was humane to get the names to the press as soon as possible to alleviate the fears and worries of the families of survivors. He maintained that since most families know of the disaster and its seriousness from news reports, they would be prepared for the worst. In this unique instance, wire service representatives were permitted to work alongside Navy public affairs personnel to expedite the release of names. While certainly unusual, this case demonstrates what can be done.

SPECIAL CASES.–The grade/rate, name, Social Security number, and date of birth is the only information to be released on those casualties listed as missing in action, captured, detained, interned, or beleagured and besieged. During hostilities the names of personnel in these categories are released only by the Department of Defense. The Chief of Naval Personnel maintains an Emergency Reaction Center which will be activated when a major disaster or accident occurs.

PROVIDING MAXIMUM ACCESS TO THE SCENE

News media always want to send newsmen and photographers to the scene of a disaster. To ensure complete and fair coverage they should be permitted access to the scene whenever possible. They cannot, however, be given access when their presence would:

- Interfere with damage control, rescue, or evacuation measures,
- Jeopardize their own safety and/or
- Violate security.

It must be remembered that there are no regulations which prohibit newsmen from visiting the scene of an accident or disaster simply because it takes place on a military installation. Unless one of the foregoing objections exists, action should be taken to permit entry to the base or installation and to allow them to visit the scene.

When newsmen are permitted such access, they and the command should first agree to certain ground rules which must be based on common sense relative to the special circumstances of the situation. To avoid conflict, the rules should be defined in advance of the visit. The newsmen, for example, might be asked NOT to:

- Seek interviews with injured personnel or their distraught next of kin.
- Divulge the names of victims until the next-of-kin have been notified, regardless of the fact that they obtain the information by their own resources.
- Enter areas which are restricted or which contain classified equipment.
- Bring heavy equipment or otherwise cumbersome paraphernalia which might interfere with rescue operations or require additional personnel to carry it.
- Seek interviews with individual rescue workers or the personnel in charge of the operation.
- Wander from the designated access area in search of additonal information or photographs.

Once the newsmen have arrived at the scene they should be given all practicable freedom to move about, take photographs, and gather information, as long as they observe the ground rules set up in advance.

If an accident occurs in the public domain (outside the confines of a military installation), the Navy has no right to prevent newsmen or other civilians from going to the scene. They may be kept away–that is, kept at a distance–only when their presence may interfere with operations, jeopardize their own safety, or possibly violate security.

The Navy has no right to prohibit newsmen–or any civilian, for that matter–from taking photographs of an unclassified accident scene in the public domain. There have been several unfortunate situations in the past where cameras and film were forcibly taken from civilians, sometimes at gunpoint.

If a photographer takes a picture which is classified, ask him to surrender it. Inform him that photographing classified defense material is a violation of federal law. (Violators may be fined not more than $10,000, imprisoned for not more than 10 years, or both.) Do not use force. Assistance of civil law enforcement officials can be requested in preventing compromise of classified information or material. Cooperation of the superiors of offending news media representatives can be solicited.

AUTHORITATIVE BACKGROUND INFORMATION

The equipment involved in naval disasters is often highly technical. The circumstances surrounding a collision at sea or aircraft accident are usually unfamiliar to the layman.

In order to report the facts in context, it is important that the media fully understand what has happened. Such understanding may also help them to be sympathetic in their reporting of why it happened.

Technical manuals usually seem confusing and unnecessarily detailed to the uninitiated. The public affairs staff, in many cases, cannot explain technicalities or specialized operations. An attempt to do so, without thorough knowledge, can only lead to additional confusion.

Soon after the initial announcement concerning the loss of a nuclear submarine, the Navy Department made certain technical experts available to answer specialized questions concerning submarine operations. One of these was the former commanding officer of a nuclear submarine. This officer, who himself had taken a nuclear submarine under the Arctic ice fields, spent several hours providing background information to the Pentagon press corps. He also appeared in a number of televised interviews. While being careful to avoid speculation as to the cause of the disaster, he did provide enough technical data to enable stories to be written accurately. He was also able to dispel a number of unfounded stories and rumors which circulated soon after the sinking. One Pentagon newsman remarked that these briefings contributed greatly to the excellent public relations associated with the disaster.

The importance of background information was also evident in the handling of the *Bennington* disaster. The official case study had this to say:

> "Contrary to popular belief, a major disaster does not necessarily result in bad public relations. From the *Bennington* disaster emerged numerous stories of individual heroism and self-sacrifice which elicited a sympathetic public response throughout the country. Editorially and otherwise, the press praised the Navy's fast action in saving lives and keeping damage at a minimum. Many newspapers pointed out that such peacetime disasters are the unfortunate but necessary consequence of maintaining the nation's military security.

Background information which may seem to be remote or "too much trouble" in the hectic hours following a disaster may be the most important in the long run.

DEBRIEFING SURVIVORS

It has been noted on several occasions that disaster survivors were interviewed by the news media without having been debriefed by the public affairs officer or an assistant from his staff. By debriefing we mean a private meeting at which the survivors are interviewed to determine their experiences and counsel them about their upcoming meeting with newsmen. Other cognizant personnel must also be present to offer specific guidance. Debriefing may not be possible when newsmen are taken to the disaster scene, but a knowledgeable escort can help the newsman to keep information obtained from interviews in context. Individuals in the midst of a disaster often do not know the full story of what has happened. They sometimes tend to generalize statements based on their own experiences in isolated areas of the disaster.

In an operational disaster the survivors may not know exactly what can be said about the work in which they were engaged. One result is that they refuse to answer any questions and therefore become "uncooperative," calling unnecessary attention to the classified circumstances surrounding the accident. There is also the possibility of a survivor performing his own security review based on an incomplete knowledge of the disaster or operation.

Certain survivors may be disgruntled about the operation or the ship, and attempt to lay the blame on faulty equipment, poor leadership, long hours, et cetera. The newsmen, who have no way of knowing the reliability of the person, print what they are told. Other survivors may deeply resent prying eyes and vent their feelings on the media representatives.

In one notable incident, the crew of a Navy airplane which had been attacked over international waters by a communist aircraft was made available before they could be debriefed by the public affairs officer. Unfortunately, many officials at the news conference did not know the specific details concerning the aircraft's mission or the type of equipment it carried. Rather than disclose that the aircraft carried special equipment in the spaces normally accommodating machine guns, a crewman stated that the guns had been removed because "spare parts" were not available. This was a cover statement which backfired all the way to the U.S. Congress. To the crewman questioned, this seemed the best thing to say at the time. Navy officials agreed afterwards that a few minutes to privately debrief the crew would have been time well spent.

PROMOTING WELFARE OF THE NEXT-OF-KIN

It is traditional responsibility in the Navy to look after the families of Navymen. The Navy is just as interested in the welfare of the families of Navymen as it is in the welfare of Navymen themselves. When a disaster occurs, the next-of-kin suffer emotional anguish and pain almost equal to the physical suffering of those in the disaster. These people must be protected.

There are a number of ways the public affairs office can help to ease the suffering of the next-of-kin. One way is to handle the release of news competently. This includes the prompt release of information as it becomes available, particularly the names of casualties, to ease the anxiety of families whose loved ones were not involved.

Many of the next-of-kin live near the base or the homeport of a ship involved in a disaster. When the first news of the disaster reaches them, they converge on the base to be near the source of information. Provisions must be made for them. They should never be left to their own resources or permitted to wait outside the gate for second-hand information.

Guidelines for handling the next-of-kin should be specified in the disaster plan. Normally, this responsibility is assumed by the chaplain and his assistants. In some cases the command will appoint a next-of-kin information officer to work with the CIB.

NECESSARY QUALITIES FOR HANDLING DISASTER PUBLIC AFFAIRS

There are five major factors which contribute to the success or failure of the public affairs aspect of a disaster situation: accuracy, honesty, impartiality, initiative, and good taste.

Accuracy

In the turmoil of disaster there may be many temptations to rely on memory or to make educated estimates in answer to seemingly inconsequential questions. Newsmen may be pressing from all sides for bits of information which must be laboriously checked for accuracy.

An offhand answer to a question such as, "How many men does an airplane like the one that crashed usually carry?," may haunt you for weeks or months. A low estimate might imply the aircraft was permitted to fly with an incomplete crew. An overestimate might excite speculation about a special mission or overloaded airplane.

No detail is too small to confirm in any normal dealings with the press. Checking and rechecking facts in a disaster situation should be standard operating procedure. It could very well spell the difference between success or failure of your whole effort.

In this regard you must resist efforts by the media to force the answer to a question before it has been authenticated. This is particularly difficult when deadlines approach or there is pressure from a newsman who is personally known and trusted. Being stampeded into an answer at a time like this can only result in additional problems.

One important aspect of accuracy is the release of names of disaster victims. A misspelled name, wrong initials, incorrect grade or rate can mean unwarranted anxiety or suffering to the next-of-kin. An example of this was the crash of a military transport plane in the late 1950s. The public affairs office, in its haste to oblige newsmen, released the flight manifest from another aircraft of the same type which was flying a similar mission on the same day. The identification numbers of the aircraft were similar and were not double-checked before release. In an attempt to provide quick assistance, a tragic mistake was made.

Honesty

Honesty in deailing with the media is of prime importance. The circumstances surrounding a disaster are often negative in connotation and sometimes painful to admit. The only solution, however, is complete honesty and candor.

Overt dishonesty is generally not the problem. Many of the facts are readily available or discernible to the press. The problem of indirect dishonesty is most often encountered. Neglecting to tell the whole story or glossing over certain unsavory facts is dishonest. Failing to tell the news media that the commanding officer of a ship was previously involved in a similar disaster is a form of dishonesty.

Apart from the moral implications of indirect dishonesty is the problem of being caught. Should the media discover dishonesty in a Navy news release (if dishonesty exists, they are likely to) the facts withheld assume new importance. Since they are discovered after the basic stories have been written they are singled out for individual attention. They might better have been factually reported deep in some original story.

Impartiality

The Navy cannot expect fair treatment from all the news media unless it treats all media equally. Never give information or any advantage to one news medium and withhold it from another. If you allow one newsman access to the scene of a disaster, you must allow similar access to all. This includes newspaper, wire services, radio, television, and magazines.

Occasionally, when there are too many newsmen at the scene of a big story, the Navy must ask them to pool certain information. For example, suppose a dozen newsmen request permission to board a ship involved in a major disaster. Although the dead and injured have been evacuated, damage control measures are still in progress. The ship's captain or damage control officer may say that 12 men can't be controlled and might interfere with operations, but he agrees to allow one or two aboard. In this situation, the 12 newsmen would be asked to select one or two members of their group to go aboard and pass out the information on a pool basis. If one were a photographer, any photos he made would be distributed to all. Once the pool agreement is made, the reporters concerned are morally bound to share everything they saw, photographed, or recorded with all members of the pool.

Normally representatives of different media are selected to ensure a cross section of coverage. As described in chapter 2 of this manual, this is established procedure used by media representatives everywhere. It is often employed by the Washington press corps.

Initiative

A good JO anticipates the needs of newsmen. You should get them the facts, figures, and other information they'll need before they get a chance to ask for it. Taking this initiative has several advantages:

- It shows that you're interested in their problems and want to cooperate.

- It indicates that the public affairs staff is ready for such situations when they arise. Newsmen appreciate enterprise and resourcefulness because these qualities are required of them in their own professions.

- It establishes an air of honesty and frankness. They know you are not trying to hide anything or "cover up."

- It saves time—both yours and theirs. If you provide information as soon as it becomes available, newsmen don't have to go out and dig it up themselves. Releasing news promptly also saves you from repeated queries on the same subject.

- It enables the Navy to state its position along with the facts it releases. You have to be careful, however, to avoid the appearance of trying to whitewash the facts.

- It provides alibi copy for the public affairs files.

This is an area where you as a senior JO are certain to be of value to your command. Most of the decisions concerning media relations and public affairs policy will be made by the officer in command or public affairs officer -although you may get deeply involved in this if there is no full-time PAO in the command.

But whatever the situation, digging up facts and figures is the JO's job, a job you can dig into as soon as you get the word that there has been an accident. Almost any fact your research brings out will help the PAO and the news media.

If you follow the releasing procedure above, the job of reading bulletins over the phone to the media probably will fall to you also. You'll do this while the PAO (or director of the CIB) talks to other officers and gets new information and guidance. You can take down any questions you are asked, and either get the answers yourself or refer them to your boss. However, you should never assume the role as spokesman, unless specifically designated by the officer in charge.

Good Taste

Good taste under any circumstance is a subjective determination. However, it is most important to consider in relation to a naval disaster. It is certainly a consideration to keep in mind when releasing information or photographs. There are no specific rules or regulations governing good taste. It is a personal evaluation based on your own experience, judgment, and plain common sense.

Newsmen are generally careful about violating the principle of good taste. The news media have their own unwritten standards which are usually adequate to protect the disaster victims or their next-of-kin. There are no laws against the publication of "horror" photographs or news stories, but each newspaper or television station has its own code of ethics. You cannot take "censorship" actions to keep such information from being taken from the scene of the disaster. You must rely on the usual good taste of the individual media representative.

From the Navy's standpoint, however, you can take action to preserve good taste. This is certainly true in the case of Navy photographers whose pictures will be released to the news media. A few of the things to watch for that would violate good taste are:

- Photographs of casualties or their next-of-kin when they are in a state of shock.

- Details of personal conduct of a scandalous nature.

- Information which might prejudice the rights of an accused or a party to an investigation before these facts are brought out in open court.

While you cannot stop a newsman from using a story, newsfilm, or photograph which you would consider to be in bad taste, you can provide guidance and ensure that he adheres to the ground rules previously agreed upon.

KEEPING CHINFO INFORMED

In a major Navy news event–whether it be a disaster like the *Evans-Melbourne* collision (between a U.S. destroyer and an Australian aircraft carrier in June 1969) or a crisis such as the seizure of *Pueblo*–the manner in which the media are handled can have far-reaching effects on the Navy's public image.

The authority to approve release of adverse news of national or international interest rests with the Office of the Assistant Secretary of Defense for Public Affairs, OASD(PA). For this reason, DOD directives require the Navy to ". . . secure the advice of the Assistant Secretary of Defense (Public Affairs) through established command channels before taking actions which have significant public affairs implications."

In the case of a national news story, the "established command channel" between the Navy and the Department of Defense is the Chief of Information. For CHINFO to perform this task, *PA Regs* requires local public affairs staffs to provide the Office of Information with timely and complete information on any crisis or disaster on a continuing basis. (NOTE: If the Navy command involved is a component of a unified command, the "established command channel" to ASD(PA) would be through the unified commander as described in chapter 2 of this manual.)

If complete information is not readily available, the CHINFO news desk should at least be alerted by phone or message that a major news story is brewing. Facts should then be relayed to CHINFO by the fastest possible means as they become known. These facts must include any classified information necessary to give a complete understanding of the situation, as well as a summary of what information has already been released or is otherwise generally known by the news media and the public.

Local commands are authorized in most instances to make a "spot news" announcement shortly after the incident occurs, even if it does have national or international implications. Although this announcement should be brief and factual, the tone of the statement should indicate the seriousness of the situation.

If a spot news announcement is made, the news media should then be informed that further details will be released by higher authority as soon as possible. CHINFO will provide initial guidance for the command involved when he is first notified of the situation. Then, after coordination with OASD(PA), a releasing authority for information will be designated.

The authority to release information may be retained by ASD(PA), or it may be delegated, perhaps to CHINFO, a fleet commander, or a naval district commandant.

As soon as release procedures, authority, and other public affairs policy guidance have been determined, CHINFO advises the cognizant commands and establishes channels for exchange of information. If necessary, he arranges to augment public affairs personnel at the scene or to establish a CIB.

Yet, regardless of who the releasing authority is, the public affairs people at CHINFO become deeply involved whenever a major Navy news story breaks.

CHINFO's media relations division immediately begins to gather material on the personnel and command involved, to be used as background information for an initial news conference for the national media, and for response to subsequent media queries. The audiovisual and still photo branches review their files for motion picture footage and still photos that might be needed. They also contact the Naval Photographic Center to determine what additional photography is available.

In the news branch, ship histories and officer biographies as well as other general facts about the command are assembled, and an initial news release or statement is drafted. A news desk watch bill is set up on a 24-hour basis in anticipation of news queries that will soon be coming in from all over the world.

If several casualties are involved in the incident, a watch officer is sent to the BUPERS Navy Personnel Emergency Information Center to inform the CHINFO news branch as next-of-kin are notified, making the names of casualties available for release. Another CHINFO officer may be sent to the Chief of Naval Operations flag plot area to keep up with operational developments as they are reported from the field. Liaison is established with the Chief of Legislative Affairs and the offices of the Chief of Naval Operations and the Secretary of the Navy to keep them informed of all public affairs aspects of the situation. In some cases, liaison with the State Department or an American embassy overseas may also be required.

In coordination with ASD(PA), CHINFO will make arrangements for the initial national news release, statement, or news conference as soon as sufficient facts on the crisis or disaster are available. An announcement at the seat of government will be made whether or not a spot news release has been made previously.

Because of the tremendous amount of preparation and coordination that CHINFO must immediately accomplish whenever a disaster story breaks, it is essential that the Office of Information has as much lead time as possible. Only then can the national news media's surging demands for information be handled smoothly and quickly.

SPECIFIC ADVERSE NEWS HANDLING GUIDELINES

The following is a list of specific guidelines offered by professional Navy PAO. Most of them have been involved in the public affairs aspects of major adverse news situations over the past 25 years. Their statements, somewhat paraphrased, are presented here in the form of DO's and DON'T's applicable to a public affairs officer and his staff during a disaster.

Do's

Do assume your public affairs responsibility during a disaster. This is one of the times when your talents are particularly needed.

Do confer as soon as possible with Navy security experts to establish ground rules for clearing information and photographs and to provide access for the press to the scene of the disaster.

Do establish an information center (or CIB) which is accessible to the news media and clearly marked. Identify this as the place where all official announcements will be made.

Do conduct a news briefing as soon as possible after the disaster. This will bring the media up to date rapidly and save briefing each member individually. Announcements and statements should be reproduced and handed out.

Do arrange physical services for the CIB as soon as possible. These would include extra phone lines, typewriters, paper, bulletin board, coffee, and so forth.

Do have a brief meeting with the media after the initial confusion has subsided to establish ground rules of operation satisfactory to the public affairs officer and newsmen.

Do pinpoint the area in which the disaster took place in initial reports; e.g. identify the building by number, the exact floor, and portion of that floor which was involved. This can comfort thousands of relatives and friends and save many extra phone calls.

Do get media representatives, or at least a news pool, to the scene of the disaster as soon as possible. The disaster is what they came to see and report.

Do provide the media with escorts.

Do provide technical experts to brief the media and explain pertinent background information concerning the disaster.

Do respond to each question asked. If no answer can be given, the reason why should be explained. A "no comment" can be blown out of proportion in an emergency situation.

Do doublecheck each fact before including it in a release or putting it out in answer to a press query.

Do establish a policy line as soon as possible through the office of the Chief of Information and appropriate senior local commands.

Do establish a working relationship at a level where information will be found; e.g. with the officer in charge of the relief efforts. Also be sure to know who will be making operational decisions which may be newsworthy. This will normally be the officer in command of the particular unit, ship, squadron, or installation involved.

Do make the officer in command, or appropriate senior officer involved, available to news media as soon as possible.

Do make survivors available to newsmen as soon as possible. Debrief them first. It is best to get this over with quickly and under controlled conditions. The media will want these individuals eventually, and will go to their homes if they are not made available.

Do treat all media the same. Treat them fairly and equally. Playing favorites will only cause trouble.

Do be completely honest in all statements within the limits of security.

Do release all information as it becomes available. Holding bits of information until there is enough for a "big" release is not appreciated by the news media.

Do know exactly what is going to be said before standing up before the media. Always read announcements. Reproduce and hand them out if time allows. Reproduce them after the announcements are made in any event.

Do try to view the situation from the viewpoint of the media from time to time. This helps to anticipate their needs and questions.

Do admit mistakes. They will come to light eventually, and it is best that disclosures come from an official source.

Do set up special telephones or telegraph facilities where survivors can contact their next-of-kin. This is not only humanitarian, but saves you from answering many individual queries.

Do remember, particularly in nonmetropolitan areas, that the disaster may be the "big story" of the year. Try to understand why the media are pushing so hard.

Do remember that some media representatives are local citizens who may be emotionally involved in the disaster.

Do try to stay ahead of the media with fresh information. Once behind, it is difficult to catch up.

Do inform whoever is in charge at the scene of the disaster that the public affairs officer and his assistants are present and are assuming their responsibilities.

Do keep the officer in command informed about what is happening; who from the media are present; what has been said, and so forth.

Do keep higher commands continually informed; they also will have intense media interest in their areas and will need current information. Open phone lines are the best.

Do assemble the names, home towns, and next-of-kin of dead and injured on separate lists as soon as possible.

Do provide adequate communications facilities for uninterrupted official and commercial use. At least one phone line must be reserved for the PAO's use.

Do be continually available to the media. Once there has been an official spokesman designated, he also must be on hand.

Do be calm. Flustered members of the public affairs staff only add to the confusion and can easily influence the tone of the stories being filed.

Do work to help dependents, families, and friends of those involved in the disaster. They are desperate for information.

Do be aggressive in the quest for information. It is your job to do so. It is better that you question officials than that isolated members of the news media do so.

Do make reassuring statements in the form of status reports whenever possible; for instance, when all the injured have been removed to a hospital.

Do be positive in a negative situation. The media will then know that you are working to get information.

Do keep all members of your own staff informed and up-to-date. They will perform better if they have the latest information.

Do make arrangements for the comfort of the media and dependents, such as providing sandwiches, coffee, and the like.

Do be alert to positive stories which may develop, such as the heroic work of relief workers or the number of doctors and nurses working to treat survivors.

Do pay attention to internal information on the ship or base. Navy personnel and employees should know the full story so they don't relate half-truths or relay rumors.

Do periodically check with decision makers and heads of the relief operations for additional information- they are busy and may forget to keep the public affairs office informed.

Do maintain a written record of media queries and answers supplied.

Do maintain a complete written record or log of what is being done. This will be valuable later. Perhaps one person should be assigned to do nothing but this.

Don't's

Don't keep newsmen peering through the gate by themselves if there is some delay in admitting them to the base. Go out and explain what the problems are. Leave someone with them who can escort them through promptly when proper clearance is obtained.

Don't stay away from the news media hoping they will not get the information.

Don't lie under any circumstances.

Don't withhold information or photo cooperation on the basis of "good taste." Security is the only reason for holding back.

Don't invoke the security ban unless it is absolutely necessary. Never classify a situation for humanitarian reasons or to cloak mistakes.

Don't be stampeded or pushed into making premature statements. Release the facts only when you are certain they are facts.

Don't permit newsmen to go about on their own. This often results in embarrassment for the newsmen and the public affairs staff. This is a ground rule which should be established early in the game.

Don't give names of casualties until next-of-kin have been notified (unless accident is in the public domain), and until they have been doublechecked.

Don't hold information too long in an effort to get one or two more facts. It is best to release information as it becomes available.

Don't attempt to cover up anything that is apparent or easily obtained, such as the commanding officer's previous experience in a similar disaster.

Don't disguise reality. Consciously understating or overstating the seriousness of a disaster will only cause later problems.

Don't speculate, make educated guesses about causes, or render personal opinions.

Don't manhandle media representatives. Instruct escorts and sentries to notify the public affairs officer if an unforeseen situation develops involving the media.

Don't guess or rely on memory in answering queries.

Don't succumb to the temptation to hide even the smallest fact. Something which appears to be completely buried or unobtainable by the media may suddenly burst into the open and embarrass the Navy even worse at a later date.

Don't permit the officer in command or other cognizant personnel to be interviewed without appropriate public affairs representation.

Don't bar newsmen except for their personal safety or for security reasons.

Don't try to sway the news media in the Navy's favor except with bona fide facts or pertinent background. Understanding the danger involved in certain operations, for instance, is pertinent to the story. Requests to "give us a break" are not.

Don't try to put a "good side" to the information. This will only end up saving the "bad side" for expanded exploitation later.

Don't be afraid to say "No" if security regulations or the safety of Navy personnel and the media representatives is threatened.

Don't consider any newsman naive or inferior. Attempts to ignore, overwhelm, or impress newsmen can backfire in print.

Don't let the officer in command and public affairs officer down. Take over as much of the media relations responsibility as possible.

Don't refer a media representative to someone else for answers or an interview unless proper liaison has been previously established.

Don't set up unnecessary restrictions or complicated procedures to impress Navy superiors that the job is being done. The smoother the public affairs part of the operation progresses, the better.

Don't show favoritism to one medium or media representative. All must get the information at the same time.

Don't become involved in things which don't directly concern the public affairs mission except in extreme situations where it becomes necessary to the relief effort or to save a life.

Don't try to do everything and become hopelessly bogged down in details.

Don't feel it necessary to apologize to anybody, military or civilian, for aggressive efforts to get the facts.

Don't complain to news media representatives about problems in obtaining information from the officer in command or personnel involved in relief operations. This might provide material for some embarrassing quotes.

Don't become upset by constructive criticism by news media representatives.

Don't forget that the manner in which public affairs personnel conduct themselves may influence the tone of the stories about the entire disaster.

Don't concentrate on the media present to the exclusion of those which are not. One reliable and quick outlet is the local radio station which will tape and broadcast disaster information.

Don't wait for information. Run it down and get it out.

Don't attempt to try anyone or any cause in the news media. Stay fair and objective. No inferences.

Don't try to cover up the findings of a formal investigation on the flimsy grounds that they are classified. By so doing, much good which may have resulted from prompt and efficient handling in the initial phases may be undone.

ADVANCE PLANNING FOR DISASTER

Each naval disaster is essentially unique. There are, however, a number of demonstrated similarities in each. These similarities permit ships and bases to prepare for the physical aspects of disaster. Each ship for instance has a number of emergency bills; e.g. Collision, Man Overboard, and Abandon Ship. These enable the ship to act swiftly and positively in the face of disaster.

There are also certain demonstrated similarities encountered in handling the public affairs aspects of naval disasters. The comments and recommendations discussed so far are basic to the planning necessary for successful public affairs in naval disasters of the future. Let's look at the importance of advance planning for public affairs in an adverse news situation.

The only way a command can make sure that public affairs are handled effectively in the event of a disaster is to have a plan. The details should be planned in advance with other departments, approved by the officer in command, and issued in the form of a directive. The directive may be an instruction or a separate annex to the command's overall disaster plan.

While planning is always important, it is especially so in the disaster situation or in the fast-breaking news story. There is no time to ponder what would be the best way of doing things or to research regulations about procedures to follow. The media and public want the facts and they want them immediately.

All disaster public relations experts agree that the key to successful action in a disaster situation is the existence of a written, previously formulated plan.

One Navy public affairs officer who made a detailed study of the public relations aspects of the loss of a nuclear submarine had this similar observation:

> "The time to make decisions on the broad questions of philosophy and organization is when things are quiet and can be considered calmly and objectively. When there is no pressure, the public affairs officer can often win approval for basic policies, like full cooperation with the press and absolute candor, that he might be able to obtain only with difficulty when the instinct for self-preservation is at its peak–in the moment of a crisis."

The above statements only reaffirm the contention often repeated in this chapter that the most important actions taken by public affairs personnel to handle the public affairs aspects of a disaster are those taken far in advance. They also point to the importance of rehearsing the plan periodically.

PUBLIC AFFAIRS OBJECTIVES IN A NAVAL DISASTER

One of the first steps to be taken in attempting to solve any public affairs problem is to establish objectives. As elementary or obvious as this action may be, it is one of the first things that is frequently forgotten in a disaster situation. For this reason it is important that you know in advance what your command's public affairs objectives should be in the face of bad news. There are three:

- To retain public confidence in the Navy.
- To preserve good media relations.
- To protect and promote the welfare of Navy personnel and their families.

In addition to these objectives the public affairs office has certain immediate and continuing responsibilities in a disaster situation:

- To safeguard classified information and material.
- To release all information compatible with the requirements of security.
- To provide news media with maximum practicable access to the accident scene and a continuous flow of information regarding the disaster.
- To release the names of casualties as soon as current policy permits.

TWO DISASTER PLANS NECESSARY

To best meet the daily commitments and fulfill the public affairs responsibilities in a disaster situation, you must prepare two disaster plans. One, which will be called the COMMAND PLAN, should be issued by the command in the form of an official directive or appended to any master disaster plan as a public affairs annex. The command plan promulgates broad information policies and designates overall responsibilities to staff departments or individual staff billets relative to the handling of public affairs in a disaster.

In addition, there should be an OFFICE PLAN outlining the detailed actions to be taken by the public affairs officer and his staff to fulfill their designated responsibilities.

The Command Plan

The command plan provides a solid base for the public affairs staff in a disaster. By being promulgated as a directive it is officially sanctioned by the officer in command. It assures cooperation of everybody in the command. It specifically outlines the command's objectives and the responsibilities of the public affairs staff and other departments in the command. In the absence of the public affairs officer, it also serves as a general guide to the officer appointed to take his place.

The command plan might look something like figure 6-1.

The command plan illustrated might contain other details in accordance with specific requirements of the individual command. In the case of a ship, for instance, specific responsibilities might be delegated to the gunnery officer, nuclear weapons officer, engineering officer, and so forth. Naval bases and installations may be engaged in specialized activities such as the testing of new equipment, training of fleet personnel, or support of fleet units. In each case the command plan must be altered to encompass the disaster contingencies anticipated as a result of the specialized activities of the individual commands. Another example of a disaster public affairs plan (called an "Adverse Incident Plan" here) appears in appendix V of this manual.

The Public Affairs Office Plan

In order for a public affairs staff to successfully meet and fulfill its responsibilities in a disaster situation, a written office plan must be prepared. This plan should outline the specific actions to be taken by the public affairs officer and his staff. Appended to this plan would be the specialized information, checkoff lists, phone lists, and so forth, which would assist the

Base Directive 5700.1

From: Commanding Officer
To: Distribution List

Subj: Public Affairs Disaster Plan

Ref: (a) Department of the Navy Public Affairs Regulations
(b) Bureau of Naval Personnel Manual

1. **Purpose.** To promulgate policy and establish responsibilities for the efficient handling and release of information concerning base personnel and units involved in a disaster.

2. **Policy.**

a. The basic public affairs policy of the Navy as promulgated by reference (a) is to keep the public informed of the activities of the Navy as compatible with military security. Officers in command are responsible for the implementation of the public affairs policies and programs of the Navy Department and for the conduct of public affairs within their commands.

b. The timely release of unclassified information and other actions necessary to keep the public informed are mandatory in the event of any naval disaster occurring on this base.

3. **Definition.** Disaster in the context of this directive is considered to be any naturally caused or man-made incident which:

a. Causes personnel casualties, whether to military or civilian personnel, which results in death, being placed in a "missing" status, or injuries serious enough to require hospitalization.

b. Causes major damage or destruction to material.

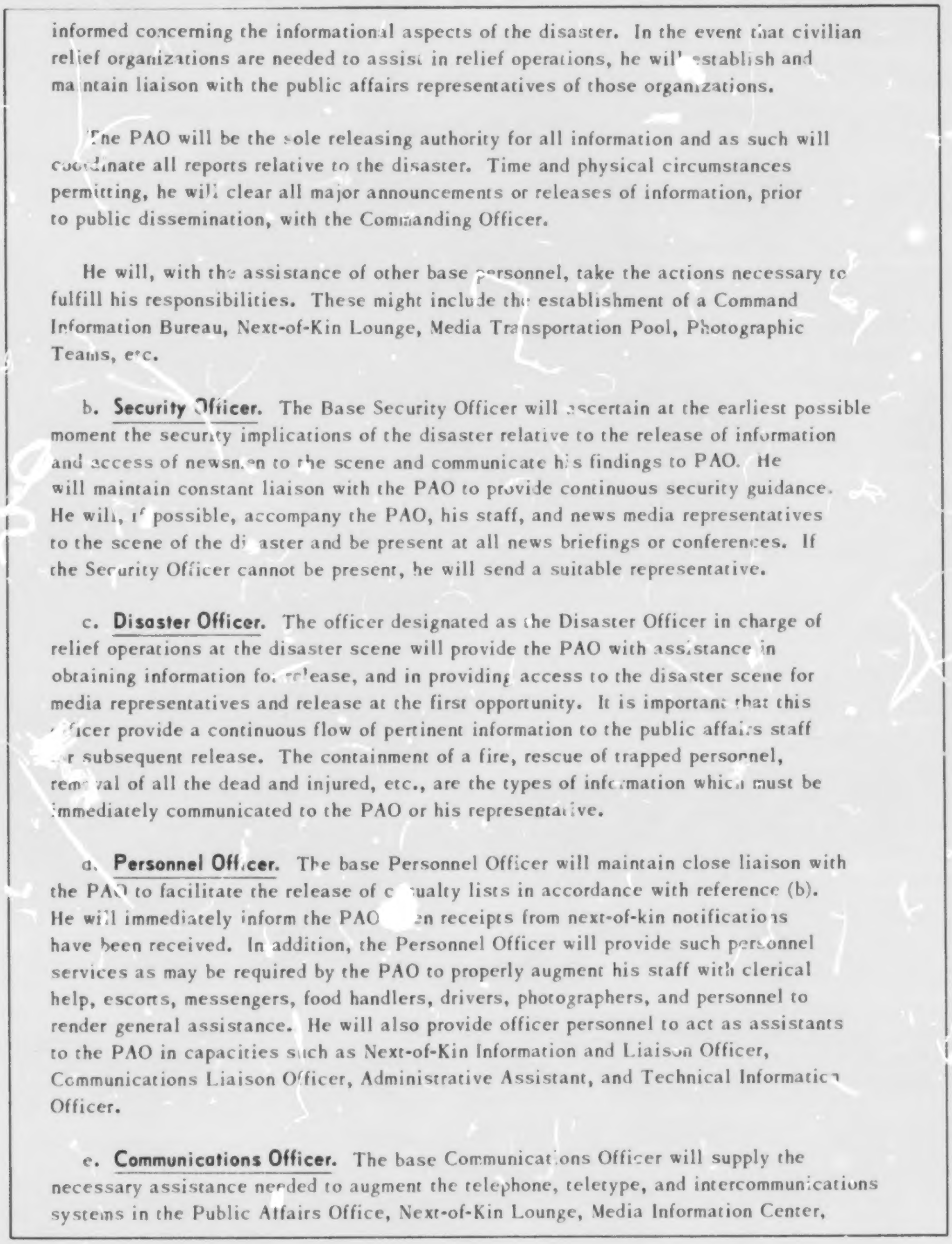
c. Could become the subject of news media interest.

4. **Responsibilities.** In support of the information policies of this command the following specific responsibilities are delegated and assigned in the event of a disaster:

a. **Public Affairs Officer.** The Public Affairs Officer (PAO) is responsibile to the commanding officer for all public affairs aspects of the disaster including the release of pertinent information, liaison with news media representatives, and liaison with next-of-kin and relatives who approach the base in search of information. He will take the necessary actions to keep the Commanding Officer and higher authorities continually

174.48.1

Figure 6-1.—Sample command public affairs disaster plan.



informed concerning the informational aspects of the disaster. In the event that civilian relief organizations are needed to assist in relief operations, he will establish and maintain liaison with the public affairs representatives of those organizations.

The PAO will be the sole releasing authority for all information and as such will coordinate all reports relative to the disaster. Time and physical circumstances permitting, he will clear all major announcements or releases of information, prior to public dissemination, with the Commanding Officer.

He will, with the assistance of other base personnel, take the actions necessary to fulfill his responsibilities. These might include the establishment of a Command Information Bureau, Next-of-Kin Lounge, Media Transportation Pool, Photographic Teams, etc.

b. **Security Officer.** The Base Security Officer will ascertain at the earliest possible moment the security implications of the disaster relative to the release of information and access of newsmen to the scene and communicate his findings to PAO. He will maintain constant liaison with the PAO to provide continuous security guidance. He will, if possible, accompany the PAO, his staff, and news media representatives to the scene of the disaster and be present at all news briefings or conferences. If the Security Officer cannot be present, he will send a suitable representative.

c. **Disaster Officer.** The officer designated as the Disaster Officer in charge of relief operations at the disaster scene will provide the PAO with assistance in obtaining information for release, and in providing access to the disaster scene for media representatives and release at the first opportunity. It is important that this officer provide a continuous flow of pertinent information to the public affairs staff for subsequent release. The containment of a fire, rescue of trapped personnel, removal of all the dead and injured, etc., are the types of information which must be immediately communicated to the PAO or his representative.

d. **Personnel Officer.** The base Personnel Officer will maintain close liaison with the PAO to facilitate the release of casualty lists in accordance with reference (b). He will immediately inform the PAO when receipts from next-of-kin notifications have been received. In addition, the Personnel Officer will provide such personnel services as may be required by the PAO to properly augment his staff with clerical help, escorts, messengers, food handlers, drivers, photographers, and personnel to render general assistance. He will also provide officer personnel to act as assistants to the PAO in capacities such as Next-of-Kin Information and Liaison Officer, Communications Liaison Officer, Administrative Assistant, and Technical Information Officer.

e. **Communications Officer.** The base Communications Officer will supply the necessary assistance needed to augment the telephone, teletype, and intercommunications systems in the Public Affairs Office, Next-of-Kin Lounge, Media Information Center,

174.48.2

Figure 6-1.—Sample command public affairs disaster plan—Continued.

and at other appropriate locations. Where necessary he will assist the PAO in obtaining additional assistance from commercial communications organizations such as the telephone company, Western Union Telegraph Company, etc. He will assist the PAO in establishing prompt and continuous communication with higher naval authority.

f. **Supply Officer.** The base Supply Officer will assist the PAO with the facilities available to his department. As specified by the PAO, he will supply tables, chairs, typewriters, clerical incidentals, cots, coffee urns and coffee, food as necessary, dishes and implements, and other items in the supply inventory which will assist the PAO to fulfill his responsibilities in the best possible manner.

g. **Transportation Officer.** Will provide as feasible, not to interfere with relief operations, vehicles necessary to meet the transportation requirements of the PAO in meeting his responsibilities.

h. **All Base Personnel.** Other personnel who may be directly or indirectly involved in the disaster are reminded that the PAO is the designated releasing authority for all information concerning the disaster. They should not engage in interviews, volunteer information, or otherwise communicate with media representatives except to provide normal courtesies such as directions or general instructions. If an individual feels he is the holder of information pertinent to the disaster he should convey that information to the Public Affairs Office for coordination and release. All personnel are further directed to cooperate in any way possible with the PAO to assist him in fulfilling his responsibilites.

5. **Action.** This directive applies to all personnel, military and civilian, attached to this command. Department Heads are directed to bring the contents of the directive to the attention of all their personnel and to make it a permanent part of Department Operational Disaster Plans. They are further directed to effect immediate and continuing liaison with the PAO in order to prepare detailed lists of requirements commensurate with his responsibilities as specified by this directive.

L. D. SMARTT
RADM, U.S. Navy

174.48.3

Figure 6-1.—Sample command public affairs disaster plan—Continued.

public affairs staff to act quickly and efficiently should disaster strike.

The office plan can be less formal than the command plan. It might be promulgated as an interoffice memorandum, such as the one illustrated in figure 6-2.

The plan described in figure 6-2 cannot completely detail all the actions to be taken by individual personnel throughout the duration of a disaster. However, it does outline the immediate actions to be taken by each member of the staff and does assign general responsibilities to each for the duration. It serves to get everyone started. It is then up to the public affairs officer to adjust his resources and make specific assignments based on the specialized requirements of the disaster.

Most important to the success of the office plan are the various informational materials, check lists, phone lists, and so forth which will be appended to it. The specific information and manner of presentation will of course differ with individual public affairs staffs and commands. The type of data will, however, be much the same anywhere and would include many or all of the following:

POLICY MATERIALS–The public affairs staff must have selected policy materials close at hand to facilitate the release of information. The command plan will of course be a big help, but the officer in command and other staff officers may want to see specific references authorizing action. These would include:

- Pertinent naval instructions, both local and from higher authority. These include: reproduced excerpts from pertinent manuals, such as, *Department of the Navy Public Affairs Regulations, Bureau of Naval Personnel Manual, Department of the Navy Information Security Program Regulations, Manual of Naval Photography*, and the *Manual of the Judge Advocate General.*

- Sample releases made in other disasters to illustrate what has been done in the past. Statements made by the Chief of Naval Operations in regard to the loss of *USS Thresher* and *USS Scorpion*, for instance, might prove useful.

- Case studies of past disasters containing recommendations for handling disasters. The Plans and Programs Division of CHINFO keeps on file copies of several excellent case studies made on the public affairs aspects of past naval disasters. Two such studies are: (1) a thesis entitled "Public Relations During Peacetime Naval Disaster" by LCDR H. E. Hetu, USN, and (2) a thesis entitled "Public Relations Aspects of a Major Disaster: A Case Study of the Loss of *USS Thresher*" by LCDR William Stierman, Jr., USN.

BACKGROUND MATERIALS–The bulk of the material appended to the office plan will probably be background information. If it is not possible to physically append all such material, a notation should be made stating where the material is available. Background materials might include:

- A history of the command

- Fact sheets on the command and the various ships, aircraft, missiles, et cetera which might be assigned.

- A biography and photographs of the officer in command.

- Background on units likely to be involved in disaster relief activities such as the fire station and the hospital.

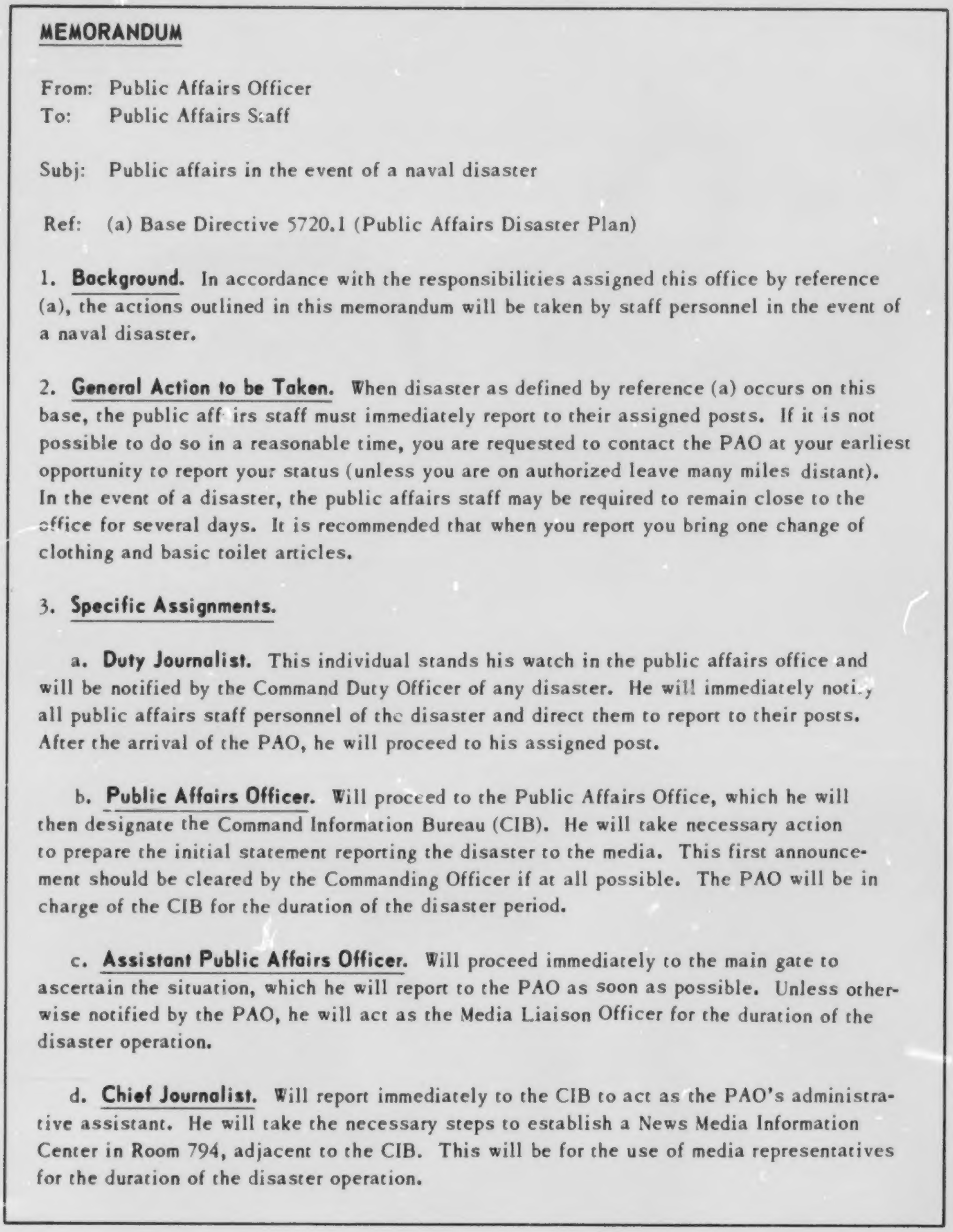
- Definitions of naval terms and nomenclature peculiar to your unit or operation.

- Lists of all material in the command which is of a sensitive nature or which may require special security treatment.

- In commands having specialized missions, such as testing aircraft, biographies of all test pilots.

- Fact sheets concerning normal naval activities performed by units which could be involved in a disaster.

- Histories or fact sheets of previous disasters in the command.



MEMORANDUM

From: Public Affairs Officer
To: Public Affairs Staff

Subj: Public affairs in the event of a naval disaster

Ref: (a) Base Directive 5720.1 (Public Affairs Disaster Plan)

1. **Background.** In accordance with the responsibilities assigned this office by reference (a), the actions outlined in this memorandum will be taken by staff personnel in the event of a naval disaster.

2. **General Action to be Taken.** When disaster as defined by reference (a) occurs on this base, the public affairs staff must immediately report to their assigned posts. If it is not possible to do so in a reasonable time, you are requested to contact the PAO at your earliest opportunity to report your status (unless you are on authorized leave many miles distant). In the event of a disaster, the public affairs staff may be required to remain close to the office for several days. It is recommended that when you report you bring one change of clothing and basic toilet articles.

3. **Specific Assignments.**

a. **Duty Journalist.** This individual stands his watch in the public affairs office and will be notified by the Command Duty Officer of any disaster. He will immediately notify all public affairs staff personnel of the disaster and direct them to report to their posts. After the arrival of the PAO, he will proceed to his assigned post.

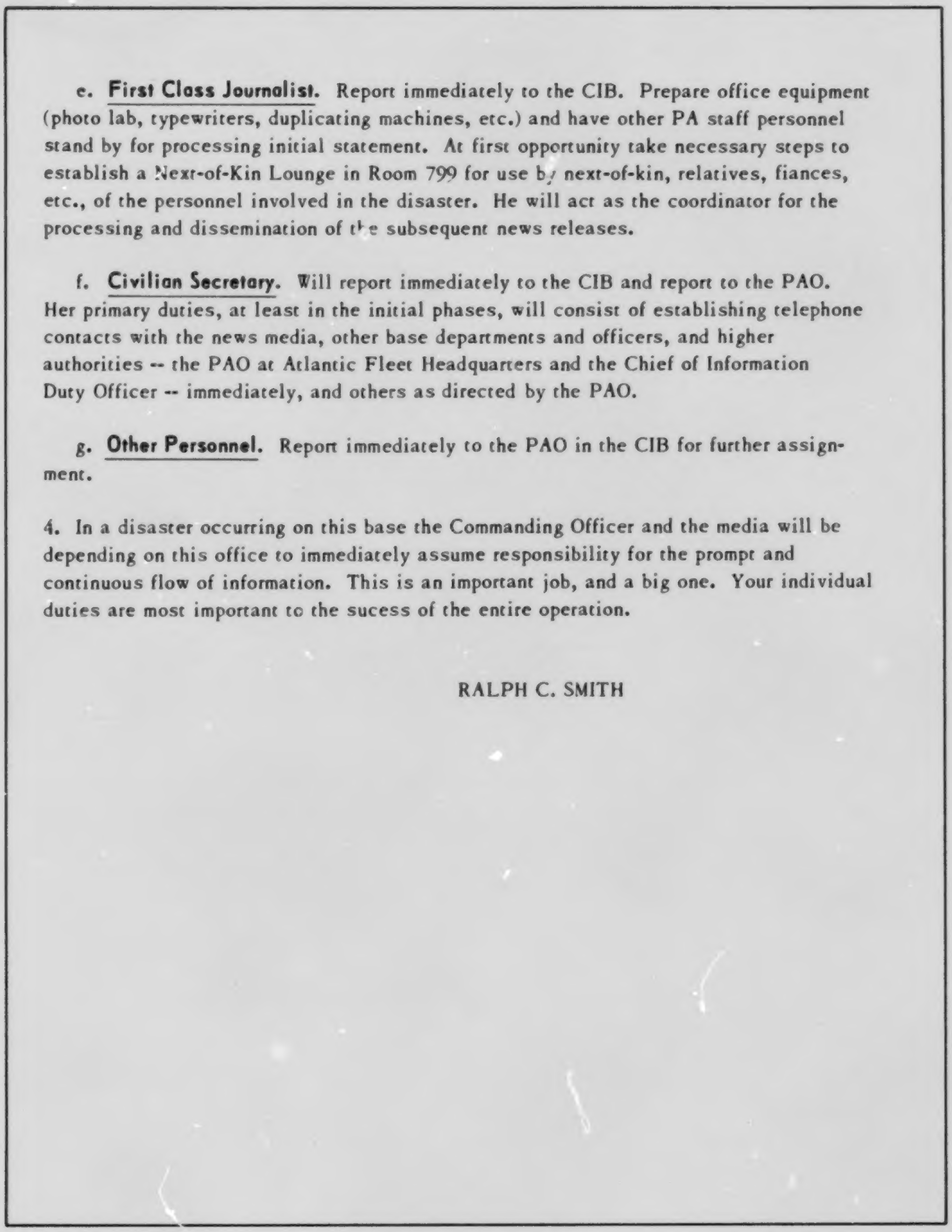
b. **Public Affairs Officer.** Will proceed to the Public Affairs Office, which he will then designate the Command Information Bureau (CIB). He will take necessary action to prepare the initial statement reporting the disaster to the media. This first announcement should be cleared by the Commanding Officer if at all possible. The PAO will be in charge of the CIB for the duration of the disaster period.

c. **Assistant Public Affairs Officer.** Will proceed immediately to the main gate to ascertain the situation, which he will report to the PAO as soon as possible. Unless otherwise notified by the PAO, he will act as the Media Liaison Officer for the duration of the disaster operation.

d. **Chief Journalist.** Will report immediately to the CIB to act as the PAO's administrative assistant. He will take the necessary steps to establish a News Media Information Center in Room 794, adjacent to the CIB. This will be for the use of media representatives for the duration of the disaster operation.

174.49.1

Figure 6-2.—Sample public affairs office disaster plan.



e. **First Class Journalist.** Report immediately to the CIB. Prepare office equipment (photo lab, typewriters, duplicating machines, etc.) and have other PA staff personnel stand by for processing initial statement. At first opportunity take necessary steps to establish a Next-of-Kin Lounge in Room 799 for use by next-of-kin, relatives, fiances, etc., of the personnel involved in the disaster. He will act as the coordinator for the processing and dissemination of the subsequent news releases.

f. **Civilian Secretary.** Will report immediately to the CIB and report to the PAO. Her primary duties, at least in the initial phases, will consist of establishing telephone contacts with the news media, other base departments and officers, and higher authorities -- the PAO at Atlantic Fleet Headquarters and the Chief of Information Duty Officer -- immediately, and others as directed by the PAO.

g. **Other Personnel.** Report immediately to the PAO in the CIB for further assignment.

4. In a disaster occurring on this base the Commanding Officer and the media will be depending on this office to immediately assume responsibility for the prompt and continuous flow of information. This is an important job, and a big one. Your individual duties are most important to the sucess of the entire operation.

RALPH C. SMITH

174.49.2

Figure 6-2.—Sample public affairs office disaster plan—Continued.

- General home town information on all military personnel.

- One-minute, 16mm, motion picture film clips of equipment, aircraft, and ships assigned to the command. These are available to commands on request from the Naval Photographic Center, Washington, D.C.

- A current edition of enlisted job code classifications which explains the duties of each Navy enlisted rating.

- Up-to-date statistics concerning personnel, production, and so forth concerning the command.

- Information on any local materials which might cause anxiety in a disaster, e.g., explosives and nuclear materials.

- A list of relief facilities immediately available to next-of-kin; e.g., survivors benefits, death gratuity payment.

Checkoff Lists

Checkoff lists can be extremely helpful in a disaster situation. It is impossible to remember every detail when things get confusing. These lists supplement memory for the public affairs staff and should be as detailed as possible. No item is too small to include. They should not, however, be prepared for every conceivable activity. This can lead to further work for the staff and additional confusion. Checkoff lists might be prepared for the following:

- Physical necessities for the CIB and next-of-kin lounge.

- Ground-rule items to be discussed with media representatives.

- Experts in various activities of the command.

- Official reports which must be filed by the public affairs office.

Worksheets are also valuable in handling of public affairs in a disaster situation. A sample format for a disaster worksheet appears in figure 6-3.

Phone Numbers

In a disaster situation, the telephone will be a major tool for the public affairs staff. You will want a compact list of the people and places you will most certainly contact; include home and business numbers.

Careful attention must be given to this list to ensure that it doesn't become too cumbersome to be useful. Listing all the contacts alphabetically, for instance, may prove frustrating when a number is needed quickly and the name is forgotten. It is better to first divide the list into meaningful categories, which might include:

- Personnel assigned to the public affairs office.

- News media representatives and stringers.

- Strategic base personnel, such as department head, fire chief, duty officer, officer in charge of the guard posts.

- Current list of Navy public affairs officers, worldwide.

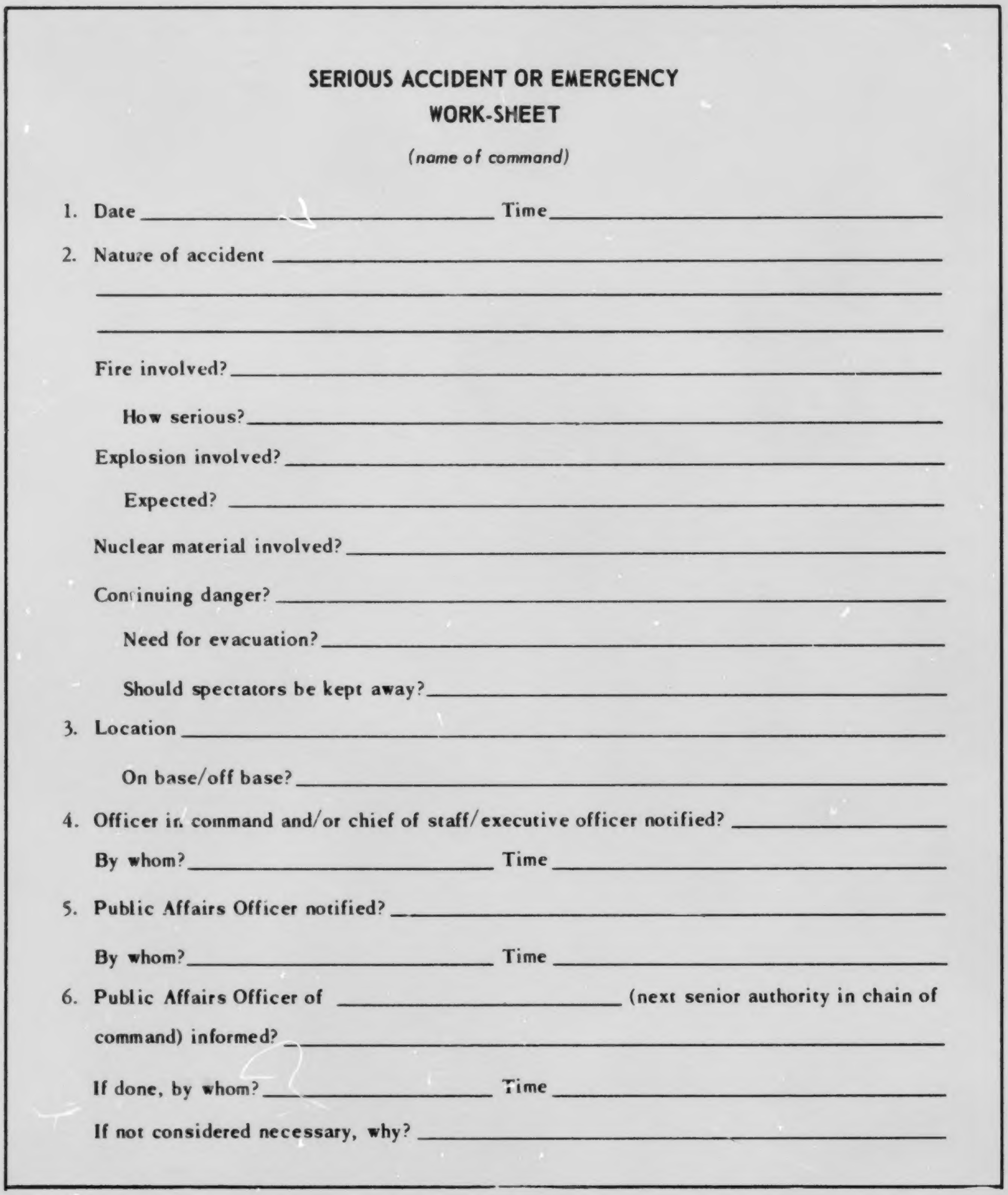
- Strategic civilian agencies such as the fire and police departments, Red Cross, and civil defense.

- Strategic personnel in the chain of command between your command and the highest authority.

- Special local individuals such as the telephone company representatives, who could assign radio trucks or assist in obtaining open phone lines and the Western Union manager.

Prepared Forms and Samples

In all Navy commands there are a number of prescribed forms necessary to obtain certain materials or to accomplish certain tasks. In addition, you may wish to design a number of



SERIOUS ACCIDENT OR EMERGENCY
WORK-SHEET

(name of command)

1. Date ______________________ Time ______________________
2. Nature of accident ______________________
____
____
   Fire involved? ______________________
      How serious? ______________________
   Explosion involved? ______________________
      Expected? ______________________
   Nuclear material involved? ______________________
   Continuing danger? ______________________
      Need for evacuation? ______________________
      Should spectators be kept away? ______________________
3. Location ______________________
      On base/off base? ______________________
4. Officer in command and/or chief of staff/executive officer notified? ____________
   By whom? ______________________ Time ______________________
5. Public Affairs Officer notified? ______________________
   By whom? ______________________ Time ______________________
6. Public Affairs Officer of ______________ (next senior authority in chain of command) informed? ______________________
   If done, by whom? ______________________ Time ______________________
   If not considered necessary, why? ______________________

174.50.1

Figure 6-3.—Sample public affairs office disaster action worksheet.

7. Other commands which may receive media queries on accident

Name ____________ Informed? ____________

By whom? ________ Time ________

Name ____________ Informed? ____________

By whom? ________ Time ________

Name ____________ Informed? ____________

By whom? ________ Time ________

8. PAO respresentative at scene of accident? ____________

Name ____________ Time of arrival ____________

9. Casualties (if more space needed, attach roster)

a. Killed

	No. 1	No. 2
(1) Name		
(2) Rank		
(3) Service		
(4) Home		
(5) NOK		
(6) Notified		

b. Injured

	No. 1	No. 2
(1) Name		
(2) Rank		
(3) Service		
(4) Home		
(5) NOK		
(6) Notified		
(7) Extent of injuries		

c. Where have injured been taken? ____________

____

174.50.2

Figure 6-3.–Sample public affairs office disaster action worksheet–Continued.

10. Major property involved:

a. Government ____________________

(1) Damage ____________________

____

(2) Identification numbers of aircraft or vehicles involved:

____

b. Private

(1) Distance to nearest civilian property? ____________________

(2) Damage ____________________

(3) Owner ____________________

(Attach additional list if necessary.)

11. Alert news media of accident. (Attach message.)

Media	Person Contacted	Time/Date

12. Media representative (s) at scene:

Media	Name

13. Interim release #1 (attached) furnished ____________________ (time/date)

Media	Name

14. Interim release #2 (attached) furnished ____________________ (time/date)

Media	Name

174.50.3

Figure 6-3.—Sample public affairs office disaster action worksheet—Continued.

15. Final release (attached) furnished ______________________________
(time/date)

Media Name

16. Unusual occurrences:

17. File made of this check-list, notes of pertinent comments made, any clippings or correspondence of importance and any other material of value for permanent record and/or guidance in conduct of future similar situations.

18. Action completed (time/date) ______________________________

(signed) ______________________________

174.50.4

Figure 6-3.–Sample public affairs office disaster action worksheet–Continued.

specialized forms to facilitate speedy action. These might include:

- Long distance phone authorizations.
- Navy and Western Union message blanks.
- Query sheets for incoming queries with space for name of caller, return number, organization represented, specific question, time of call, and so forth.
- A fact sheet for outgoing query calls basically designed with Who, What, When, Where, Why, and How in mind.
- A sample outgoing message showing its proper routing.
- A sample request for helicopter services.
- Request forms for base transportation.

- Forms on which the public affairs officer may make periodic reports to the officer in command regarding the informational aspects of the disaster to include items such as total queries received, newsmen on the base, releases made, cumulative statistics of public affairs activities, and significant events since the last report. These forms permit brief reports to be made as often as necessary.

- Sample official letters authorizing media representatives to travel in naval ships and aircraft.

- Blank waiver forms to be signed by media representatives prior to embarking in Navy ships or aircraft.

- Sample naval messages to ships or remote units requesting disaster information.

- Sample reports to higher authority.

- Forms to facilitate maintaining a log or running description of the public affairs activities to be used later in writing a comprehensive report.

Personnel Augmentation

In the event of a major prolonged disaster, the public affairs staff will need additional personnel, perhaps at least some from outside the command. There must be pertinent information concerning the augmentation of this staff. This list might include:

- Reserve public affairs personnel (PAOs, JOs, etc.) in the immediate area who could come on active duty at short notice.

- Active duty public affairs personnel within a certain radius who might supply personnel assistance.

- Names of enlisted personnel from other departments in the command particularly well suited to function as messengers, escorts, typists, food handlers, and so forth.

- Names of officers from other departments who might serve in specialized capacities such as a next-of-kin information officer or an administrative assistant.

- Names of photographic personnel with the demonstrated ability to obtain good news photo coverage.

- Experts in various specialties who could be called upon to provide technical background information or could be interviewed by media representatives.

Miscellaneous Physical Items

There are a number of physical items which you will need in a disaster situation. Many of them are too large or cumbersome to retain physically, but you must know how and where to get them on short notice. Such items would include:

- Large maps of the base or command area for posting in the CIB and next-of-kin lounge.

- Small maps for handouts to the media and next-of-kin.

- Large blank poster boards or prepared signs to identify spaces, automobiles, et cetera.

- A small functional library containing useful books such as the various applicable Navy manuals, *Fahey's Ships and Aircraft of the U.S. Fleet, Jane's Fighting Ships,* and a current *World Almanac.*

- Official guest tags for media representatives, next-of-kin, and other visitors.

- Base camera passes for civilian cameramen.

- Armbands or large identification tags for public affairs staff personnel.

- A shortwave radio in the event telephone communications are knocked out.

- Detailed floor plans or ship blueprints to be used in media briefing sessions.

PUBLIC AFFAIRS DISASTER KIT

Not all of the materials which have been discussed as supplements to the public affairs office plan can be physically appended. However, many of them can and should be.

It has been emphasized that disasters are usually unexpected and that advance planning is necessary. The office plan and the materials used to support it must be immediately available and ready for use when disaster occurs.

The office plan and those materials which can be physically appended to it, should be gathered together in the form of a "Public Affairs Disaster Kit." The kit might be any separate container such as a briefcase, file cabinet, or desk drawer. The materials should be periodically inventoried and brought up to date. In the absence of the public affairs officer, the kit provides the basic tools and guidance for the office staff and the officer who may be designated as the acting PAO.

Additional guidance on advance planning for handling public affairs aspects of disasters may be found in *PA Regs.*

CHAPTER 7

THE COMMAND INFORMATION BUREAU

One of the most difficult and demanding tasks you may encounter as a senior Journalist is an assignment to a Command Information Bureau (CIB). When there is a great public interest in an event or operation, and many media representatives are expected to cover it, it is often necessary to augment the staff of the public affairs office or offices concerned.

If the locality of interest is some distance from the command's public affairs office, or when newsmen are so numerous that they may crowd the public affairs office and interfere with normal business, a separate temporary public affairs office may be set up for the duration of the event or emergency. This is usually called a Command Information Bureau.

In most cases you will become involved with training exercises held on a regional, national, or international basis.

This chapter discusses the public affairs planning connected with a major fleet training exercise, such as the one pictured in figure 7-1, and provides a basic understanding of what your responsibilities will be in the establishment and operation of a command information bureau.

ADVANCE PLANNING

In a fleet exercise, public affairs planning begins about two or three months before the exercise is scheduled to get underway. It is done concurrently and in close coordination with operational planning at all levels.

The degree and quality of advance planning does much to determine the success of the CIB operation. Advance planning covers a publicity time table, media arrangements, official observers, transportation, briefings communication, funds, and establishment of sub-CIB's. During an actual operation, events occur rapidly and all contingencies must be carefully considered ahead of time, or the public affairs aspects of an operation may be a failure.

- A fleet exercise provides an excellent opportunity to show the Navy in its true element to media representatives and guest observers.

- A fleet exercise is a natural source of spot news, features, pictures, and hometowners.

- A fleet exercise, especially an allied one, is complex in nature. Although the exercise commander is responsible for public affairs, neither he nor his staff can do all the work. The support, cooperation, and assistance of all participating commands is necessary.

In general, initial planning for a fleet exercise is done by the public affairs officer on the exercise commander's permanent staff. He takes into consideration the purpose and scope of the exercise in light of the Navy's public affairs objectives, then plans to meet the objectives. He tries to use available men and existing equipment as much as possible.

An integral part of a successful exercise CIB and one which belongs in advance planning is a "Fly-Away-Kit." This may consist of anything from a typewriter, a box of carbon paper, and a ream of copy paper to a sophisticated press camp with tents, furniture, office equipment and supplies, a well-equipped dark room, communications and transportation. Each

Figure 7-1.–Fleet exercises are complex in nature and involve situations and problems not ordinarily encountered in routine public affairs jobs. 110.114(174A)

command will have to consider its own needs in this type of planning. There is always a requirement for arriving on-scene with the resources to begin operations without dependence on the usual lines of supply.

The CIB director's first act is usually to call a planning conference. Persons in attendance should represent all participants, and, if possible, all key personnel who actually will serve in the CIB.

At the planning conference, several factors are discussed and ironed out, among which are:

- Gathering and releasing of information to the public.
- Photographic coverage.
- Civilian news media coverage.
- Official guest observers.
- Issuance of invitations to the media and guest observers.
- Transportation of media representatives and official observers.
- Communications facilities available for media representatives.
- Press kits.
- CIB funds.
- Miscellaneous items.
- Necessity of sub-CIBs.
- Preparation of public affairs annex.
- Security of classified information and equipment.

Information

Information planning includes scheduling of advance news releases and media briefings, together with the preparation of information (press) kits. Advance releases should be so scheduled as to generate continuing interest in the operation.

It is not advantageous to include all releasable information in the first announcement. The announcement of the exercise, is, in itself, sufficiently newsworthy to warrant media coverage. Details and other facts should be carefully "rationed" to build publicity up until the actual operation.

Briefings should reach the maximum media audience possible and to do this requires media centers. The first briefing should be held several days prior to the start of an operation. Subsequent briefings should be held for those correspondents assigned to cover the exercise. Plans should be made for senior operational commanders to meet with media representatives during an operation. A summary briefing should be held at the conclusion of the exercise.

Press kits should be issued prior to or at the start of the exercise. An informative and functional press kit will have photographs and biographies of senior officers, photographs and histories of major units along with interesting background material such as fact sheets and photos. Schedules and details for support arrangement; i.e., transportation, accommodations, meals, costs, and security restrictions, also should be included.

Many CIB's publish an exercise brochure, containing a history of the exercise and/or defense alliance (if allied), schedule of events, and again, photographs of major units and senior commanders, as well as welcoming statements by the commanders. Participating commands must be requested well in advance to forward material for inclusion in the brochure and press kit.

Photographic Coverage

News photography also must be carefully planned. U.S. Navy photo teams are available in the Atlantic and Pacific, and can be requested from Fleet commanders. Allied nations have similar teams which may be requested from, or detailed by, participating foreign forces. Teams should report to the CIB photographic officer, who should coordinate all official photography, keeping foreign requirements in mind.

Civilian Coverage

Arrangements for civilian news media must include a determination of the number of billets available for newsmen. Media representatives usually are embarked aboard the flagship.

Official Observers

Participating units should be canvassed to determine the number of billets available for official observers, and the respective ranks which might be accommodated. Quotas should then be assigned to participants on an equitable basis. It is particularly important that the CIB should not invite more observers than can be suitably accommodated.

Invitations

The CIB director normally issues invitations in the name(s) of the senior officer(s) conducting the exercise. An exception occurs during allied amphibious exercises, in which the host nation invites official observers. Some provision should be made whereby the senior officer conducting the exercise may recommend that certain invitations be made, thereby avoiding confusions and omissions.

Transportation

In many operations, the military will be required to transport observers and newsmen to the exercise area. In all cases, transportation will have to be provided in the operational area.

In the Pacific, where there is little commercial transportation scheduled into areas utilized for exercises, military aircraft are often used to transport observers and newsmen to the exercise area, or to a port of embarkation. In the Atlantic and Mediterranean areas, commercial air is usually available and military aircraft are not required, unless it becomes necessary to fly media representatives and observers "out to the fleet."

In an exercise area, modes of transportation may include helicopters, motor vehicles, and boats. Sufficient transportation should be provided to enable correspondents (and observers) to cover the operation adequately. Arrangements should be made during the initial planning stages of the exercise, as it is equally important in both exercises and actual operations. A helicopter is frequently the most advantageous in transporting correspondents over rough terrain and allowing photographers to obtain good aerial coverage.

All CIB transportation should be marked with a "CIB" placard–in several languages if appropriate–and numbered to permit observers and newsmen to ascertain rapidly which unit is theirs. Transportation requirements and plans must be forwarded to the operational commander as early as possible.

Communications

Media representatives assigned to cover an event requiring a CIB may report the event on a continuing basis. Therefore, it is mandatory that sufficient and appropriate communication facilities be provided for their use. These include ship-to-shore radio teletype circuits, voice circuits for use by radio and TV commentators, facsimile facilities for photo transmission, and "pigeon post." "Pigeon post" is the term used when news copy and photographic materials, as well as radio tape recordings, are flown ashore for further transmission. When feasible a jet aircraft is scheduled. The CIB must take into consideration that foreign correspondents will be embarked in combined exercises and every effort must be made to transmit their traffic to foreign circuits.

A tape cutter in the CIB's press room accelerates the transmission of press copy. Tapes can be transmitted from the flagship; or, if a backlog occurs, sent to another ship for transmission, or flown ashore via pigeon post.

Whenever possible, newsmen should be told of communication arrangements in advance. Newsmen should be advised prior to embarking of the possibility that communications emission control (EMCON) may be invoked, including the meaning and reason for it.

Navy-transmitted material is either delivered to a media outlet or turned over to a commerical organization at the nearest point of entry for further transmission. Invitations to newsmen should specify costs involved and request that newsmen have a letter authorizing their press copy to be transmitted on a charge basis, for reimbursement of Navy costs, and on a collect basis for commercial transmission after receipt ashore. Naval Telecommunication Publication (NTP-9) specifies the current rate per word to be charged. Briefings of this nature may avoid misunderstandings in the event of equipment failures. Newsmen should be briefed that priority of circuitry must go to the operating forces. However, a special press circuit should be activated whenever possible.

When feasible, teletype and voice radio communication facilities should provide for the receipt of world news aboard the CIB flagship. Many times, embarked newsmen are responsible for covering entire areas, and world news coverage is their only source of information.

Funds

CIB expenses fall into four categories: News material, administrative supplies, travel expenses, and entertainment.

The fleet or exercise commander may provide funds for public information (including photographic) materials and administrative supplies. Travel funds may be made available from fleet allotments for fleet personnel, or persons assigned from other U.S. commands to the CIB. The fleet commander's contingency fund is a possible source for desirable, if perhaps non-essential items, including official entertainment. All of these funds must be requested in advance by the CIB director.

Miscellaneous

There are many small, but highly important details which must be considered during the planning phase. These include such items as a power supply ashore for a public address system to be used during news conferences and briefings; drinking water and food ashore during observation of amphibious exercises; and the availability of rain gear and binoculars for newsmen and observers. Arrangements should also be made for the newsmen and observers for the use of the ship's store, small stores, laundry and dry cleaning facilities, or "facilities, and other appropriate service activities."

Sub-CIBs

A consideration during the planning period is the necessity and location of sub-CIBs. Normally these will be in the major media outlet centers. For example, if the exercise is in the South China Sea, Manila and Singapore would be logical sub-CIB locations. If the operation is afloat the CIB may be with one task group, and a sub-CIB with a second. Sub-CIBs ashore handle distribution of news received from the CIB in the operational area, and assist in local arrangements for newsmen and observers.

Public Affairs Annex

After advance plans are laid, make them official by putting them down on paper in the form of a directive, or public affairs annex to the exercise operation order (discussed in Chapter 3 and illustrated in Appendix II of this manual).

The public affairs annex is the basic PA planning document for the exercise. It relates the concept of the exercise and outlines the objectives. It attempts to solve in advance any public affairs problems which may arise. It assigns definite responsibilities for accomplishing the work and gives specific instructions for carrying it out. It adheres to the format used in the operation order and is signed by, and carries the authority of, the exercise commander.

The annex outlines the purpose of the CIB; when and where it is to be established, and under what authority; its organization; commands to furnish personnel; planned movements of media representatives and observers (in general terms); communications; news conferences; briefings; and news releases. It also should specify support requirements placed on other commands. Care must be exercised to ensure that requirements are not generated which might conflict with the exercise's training objectives.

In major allied operations, the assistance of a USIA representative is normally requested by the CIB director through the Chief of Information. In smaller exercises, particularly those which are bilateral, the United States Information Agency (USIA) assistance may be requested via the Unified Commander or U.S. Naval Attache. USIA advice on local customs, media requirements, and political-military atmosphere, can be invaluable.

FOREIGN IMPLICATIONS IN ALLIED OPERATIONS

Introduction of foreign participants into exercises and operations creates public affairs and information problems not present in unilateral military and naval manuevers. Special problems exist involving diplomatic personnel, the need for interpreters, special translations and handling of communications, individual national policies, security, and even the need for special food and handling of currencies.

It is especially important that differing viewpoints and protocol of non-U.S. participants NOT be overlooked or slighted.

In most combined operations, the United States frequently contributes the majority of forces. The United States should not, however, dominate public information through sheer weight of numerical contribution, because on a relative basis the smaller nation may actually be contributing a larger percentage of available military and naval forces. The CIB must make it clear in all news releases that ALL participating nations are contributing to the exercise or operation.

Interpreters and Translation

Each group of foreign newsmen and official observers covering an exercise or operation must be assigned interpreters by the CIB. Translation of public information material also poses a problem for the CIB in combined operations. National representatives of the CIB normally cannot do translations. The best solution is to have special translators familiar with naval operations assigned to the CIB. A second possibility is to have the nearest embassy of a nation concerned doing translations. Generally, however, the most successful solution has been forwarding of material well in advance to the U.S. Defense Attache in the appropriate foreign nation, having it translated, and then returned to the CIB for release through appropriate channels in the countries concerned. A third possibility is the use of USIA for translations and interpreters.

Communications

Avoid the use of slang expressions or technical descriptions which make sense in one language only, such as Americanized English. Such expressions are often nontranslatable, and, at best, are difficult for other nationalities to understand.

National Policies

National policies differ concerning news released on operations participated in by foreign military forces. Preparation of news material, therefore, should take into consideration the policies of all participants, and releases should NOT include material that might prove embarrassing to any of the participating nations. Coordination with allied information would be appropriate.

Travel Clearance

Problems may arise concerning embarkation of foreign newsmen and observers in United States naval ships and aircraft. Instructions for their embarkation are contained in Chapter 7 of the Public Affairs Regulations. Additionally, introduction of third parties into a foreign nation by U.S. units requires appropriate clearance.

Food and Currency

When foreign media representatives or observers are embarked, the CIB may encounter minor problems, such as preparation of special menus and food. Give special consideration to such matters to avoid embarrassing the individual concerned.

Difficulties may arise in collection of mess payments in foreign currencies. It is far better to accept the inconvenience involved in accepting foreign currency than to make an issue of only accepting U.S. dollars.

None of the problems created by different languages, national customs and policies are insurmountable in a combined military operation. Their solutions require careful, commmon sense consideration on the part of the CIB and the units supporting the CIB.

However, if such problems are not solved diplomatically, resulting ill will may have a far reaching effect and even affect the ultimate success of the operation.

MEDIA REPRESENTATIVES

The best way to get the story back home is to give it to newsmen on the spot. News media representatives are invited to cover major fleet exercises or operations whenever possible. They are treated much the same as cruise guests (see Chapter 22 of *JO 3&2* and Chapter 6 in the *Public Affairs Regulations*), but are given a few added considerations in keeping with their work.

Unlike other guest observers, correspondents have a job to do. The week or more they spend on a ship covering a fleet exercise will be work. Both the correspondents and their employers will want results in the form of good news stories, features, and pictures. It is the job of the CIB to make sure they have every opportunity to get these results.

Invitations

The number of newsmen invited is determined by the afloat billets available or in the CIB area ashore. To obtain maximum exposure, first priority for billets should go to news service and network representatives. Second priority should be assigned to major media outlets and magazines. However, public affairs ethics require billets be assigned on a first come first-serve basis.

If its an allied operation, every participating nation should have a minimum of one billet. Frequently, more than one billet will be required for television crew or reporter-photographer team.

The news release announcing the exercise should have a "note to editors" appended, stating what kind of news coverage possibilities are contemplated. This should be followed by a formal invitation from the officer scheduling the exercises or CIB director.

Here is a check-off list of things to remember in inviting correspondents to cover an exercise:

- Invitations to newsmen should state that "males only" are authorized to be embarked aboard the flagship (female correspondents may not be embarked overnight in a naval ship without prior approval of the appropriate Fleet Commander in Chief because adequate berthing and sanitary facilities may not be available).

- Extend invitations to media representatives as far in advance of an exercise as possible, with information on the scope and duration, billeting, transportation, and communications available.

- Select correspondents carefully with respect to professional status, age, physical condition, and the publics they serve.

- Do not "oversell" the exercise to a newsman.

- Do not imply that a correspondent may expect preferential treatment in access to facilities beyond the capacity of the command.

- Explain methods of news transmission and charges. Editors, news directors, and other superiors to the newsmen can then decide whether their correspondents will use Navy communications, mail, or other means.

- Give radio/TV representatives a full explanation as to limitations on their using Navy equipment and circuits for live broadcasts.

- On acceptance, correspondents must be briefed on the itinerary, what to bring, and preembarkation requirements as far in advance of embarkation as possible.

- When more than one representative from the same medium is embarked, an attempt should be made to have them located at separate vantage points.

- Press kits (photographs, biographies, and background material) should be prepared in advance and made available to media representatives prior to embarkation.

Briefings

On reporting to the CIB, newsmen should be thoroughly briefed on the purpose, scope, and scheme of the operation. They should also again be informed of news arrangements, their personal schedules, and security restrictions, and the reasons for them. If possible, it may be appropriate to brief in more than one language if you have foreign correspondents aboard.

The one thing correspondents appreciate most is regular news briefings. The briefings not only keep them abreast of what is happening, but also provide them with tips or leads for developing stories and pictures on their own. This is important if correspondents are from competing media. Each newsman will be looking for different angles for stories. He won't be satisfied merely with the tactical or operational aspects of the exercise. Whenever feasible, correspondents should be permitted to talk to the exercise commander, members of his staff, other officers, and enlisted men. Newspapers and wire service correspondents will always be looking for the local angle, and if you are expecting correspondents from any particular area abroad, you will do well to anticipate their request to interview men from their communities.

Transportation

When practicable, newsmen are provided transportation by helicopter, boat or highline to other ships. If they want eyewitness views of the exercise, they usually are permitted to participate in amphibious assaults and other phases of the exercise.

Communications

Every effort is made to provide correspondents with suitable communication facilities for filing pictures and stories. Detailed instruction for filing press traffic are contained in Naval Telecommunication Publication (NTP-9) and Chapter 4 of the Public Affairs Regulations.

The CIB makes sure that correspondents are treated fairly and impartially when filing press traffic. The amount of press copy which each correspondent is permitted to file depends on the operational circumstances which exist at the time. Under normal circumstances, press copy is handled on a first-come, first-served basis, but under crowded conditions it is customary to limit the length of each "take" to prevent one correspondent from monopolizing communication circuits.

Foreign Media Problems

Information directed to foreign audiences is usually best conveyed–and frequently only conveyed–via national news channels. Multi-media news coverage of allied exercises is normally authorized and encouraged. The broad information objective is to acquaint United States and foreign publics with the operation capabilities, equipment and proficiency of military forces of the U.S. and her allies. However, there are a few problems that arise when the foreign media are invited to cover an exercise.

CLEARANCE OF FOREIGNERS.–Occasionally, problems concerning entry of foreigners into other countries, or aboard another nation's units may arise. To bring foreigners into a third nation, or to place them aboard units of another country, the United States must first obtain permission of the nation whose territory or unit is involved. This can become a sensitive area and should be thoroughly liaisoned before media invitations are issued.

PREFERENTIAL TREATMENT.–There should be no preferential treatment accorded U.S. newsmen. In this regard news representatives, who are members of allied and friendly nations, should be accorded the same privileges and services provided American correspondents. Discriminatory treatment among national media, whether real or imagined, can be prejudicial to U.S. objectives abroad.

Identification

Take care to safeguard the classified aspects of exercises, particularly any relationship between training operations and actual war plans. To that end, have media correspondents wear a distinctive arm band or other readily identifiable device in order that military personnel will be aware of their status and will not reveal classified information to them.

Escorts

Visiting newsmen are usually provided with officer escorts who serve as guides or liaison men. Often, experienced JOs serve in this capacity.

OFFICIAL OBSERVERS IN ALLIED OPERATIONS

Participating nations in combined exercises, and other member countries of the defense alliance if one is involved, usually nominate official observers to witness the exercise or operation. The number of official observers to be invited depends on accommodations available.

Official observers should be accorded certain courtesies. These include assignment of escorts and special assistance in making personal arrangements. (Assistance accorded observers, however, must never downgrade the support which the CIB furnishes newsmen.)

Publicity

Publicity should NOT be issued on official observers, because, as guests of the operational commander, this would not be appropriate. Publicity concerning observers may be issued by their respective governments and passed on to newsmen covering the exercise.

Identification

Observers should have distinctive arm bands or identification badges. These should be different from those worn by newsmen, as observers usually will have some level of security clearance. Such clearance, and the policy for the release of classified material to observers, should be promulgated to all participants in the exercise as observers normally will be in discussion with all levels of participants during an exercise.

Separate Handling

For security reasons, the CIB never should mix observers and newsmen. In many cases protocol may also be a contributing factor. Experience indicates that in joint briefings, observers invariably pose classified questions. In addition observers will gain more from an operation if they are billeted in participating units, in lieu of the flagship or headquarters.

RELEASING INFORMATION

The exercise commander is responsible for release of all information during the exercise. All material prepared or intended for release by participating commands, with the exception of hometowners, is normally channeled through the CIB or as prescribed in the PA annex. News media representatives, on the other hand, write, record, or photograph anything they want, provided the material is unclassified and filed in accordance with procedures outlined in the public affairs annex.

In most cases, all news releases and other public information material concerning an exercise is prepared and released on forms bearing the identity of the CIB and will be representative of all services participating. Each CIB is designated by an identifying number or unclassified code name related to the exercise.

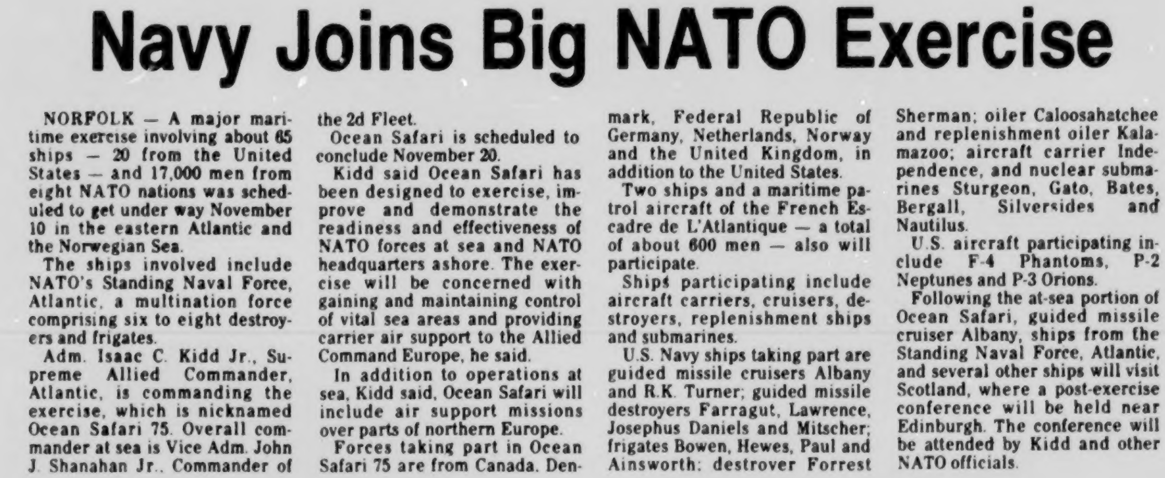
Advance Release

About a week before the exercise commences, or as releasing policy permits, an advance release is sent out to all appropriate news media. The advance release is broad in scope and covers such general facts as: (1) Duration of exercise, (2) concept and mission, (3) locale, (4) a brief schedule of events, (5) number and type of commands, ships, units, and so forth, (6) name, rank, and title of the overall exercise commander, and (7) approximate number of personnel involved. Figure 7-2 is an example of a typical advance release announcing a forthcoming fleet exercise. Later releases can expand on each major fact presented in the advance release.

Photographic Coverage

One of the most important public information requirements is photo support. The CIB must ensure that adequate photographic facilities are provided to give complete visual coverage of the exercise. Such facilities and services are to include personnel skilled in taking and processing still and motion news pictures.

Still photo coverage should be processed as rapidly as possible to ensure retention of the news value. Copies of prints should be made



Navy Joins Big NATO Exercise

NORFOLK — A major maritime exercise involving about 65 ships — 20 from the United States — and 17,000 men from eight NATO nations was scheduled to get under way November 10 in the eastern Atlantic and the Norwegian Sea.

The ships involved include NATO's Standing Naval Force, Atlantic, a multination force comprising six to eight destroyers and frigates.

Adm. Isaac C. Kidd Jr., Supreme Allied Commander, Atlantic, is commanding the exercise, which is nicknamed Ocean Safari 75. Overall commander at sea is Vice Adm. John J. Shanahan Jr., Commander of the 2d Fleet.

Ocean Safari is scheduled to conclude November 20.

Kidd said Ocean Safari has been designed to exercise, improve and demonstrate the readiness and effectiveness of NATO forces at sea and NATO headquarters ashore. The exercise will be concerned with gaining and maintaining control of vital sea areas and providing carrier air support to the Allied Command Europe, he said.

In addition to operations at sea, Kidd said, Ocean Safari will include air support missions over parts of northern Europe.

Forces taking part in Ocean Safari 75 are from Canada, Denmark, Federal Republic of Germany, Netherlands, Norway and the United Kingdom, in addition to the United States.

Two ships and a maritime patrol aircraft of the French Escadre de L'Atlantique — a total of about 600 men — also will participate.

Ships participating include aircraft carriers, cruisers, destroyers, replenishment ships and submarines.

U.S. Navy ships taking part are guided missile cruisers Albany and R.K. Turner; guided missile destroyers Farragut, Lawrence, Josephus Daniels and Mitscher; frigates Bowen, Hewes, Paul and Ainsworth; destrover Forrest Sherman; oiler Caloosahatchee and replenishment oiler Kalamazoo; aircraft carrier Independence, and nuclear submarines Sturgeon, Gato, Bates, Bergall, Silversides and Nautilus.

U.S. aircraft participating include F-4 Phantoms, P-2 Neptunes and P-3 Orions.

Following the at-sea portion of Ocean Safari, guided missile cruiser Albany, ships from the Standing Naval Force, Atlantic, and several other ships will visit Scotland, where a post-exercise conference will be held near Edinburgh. The conference will be attended by Kidd and other NATO officials.

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Figure 7-2.—Example of an advance release announcing a forthcoming exercise published in Navy Times.

available to correspondents covering the event. Numbered, captioned photos are usually displayed on a photo board in the CIB. Newsmen request the photos desired by furnishing you with photo numbers and size specifications.

Motion picture coverage may be handled on direct release to television stations or through pooling arrangements, depending on the scope of the exercise and intensity of media coverage. Agreements must be made in advance between the CIB and TV stations for acceptance of unprocessed film.

Daily News Coverage

You may be required to provide CHINFO or some other authority with daily news coverage of a major fleet exercise. Your major problem will be sorting, evaluating, organizing, and consolidating several separate incidents into a single, cohesive story. Chapter 8 will outline steps in compiling a composite news story.

Releasing News in Allied Ops

If the exercise is to be multi-lateral, CIBs should prepare an initial release and obtain approval from the officer scheduling the exercise. The scheduling command will, in turn, obtain other consent as appropriate.

Official news releases must give all participants appropriate mention. One successful procedure is to feature one nation daily, being careful to include mention of all forces participating in each release.

Because of the need for multi-lateral emphasis in official news releases, individual national representatives to the CIB may wish to prepare additional releases for their nation's comsumption only. This should be anticipated and authorized. It may be practicable to forward these national releases to the senior commander of the nation concerned for transmission over national circuits.

OBJECTIVE.—A prime objective of all news issued by the allied CIB should be to promote the concept of combined action in a common defense against aggression. Further, news should seek to promote an atmosphere of friendship, mutual respect and understanding between the United States and her allies, and exploit opportunities to win favorable opinion of participating forces and commanders.

POLICY.–News releasing policy is normally delegated by the senior operational commander, or by the headquarters of the defense alliance, if one is involved. This policy is usually carried in the public affairs annex.

SOME PITFALLS.–Straight news reporting of allied operations and exercises by the CIB, in official releases, cannot normally be accomplished. Political connotations, which can be associated with the releases, must be kept constantly in mind. The content and timing of a news release for even minor exercises involving U.S. naval forces and foreign forces may have important political implications.

All official news releases should avoid conjecture and political implications. It is not the place of the CIB to become involved in these areas. The CIB should report the facts of the operation with due regard to political considerations.

Official releases must NOT include "winners or losers" in the allied operations. The CIB should assure that emphasis is on the operational and training experience gained. All participants, by gaining training and experience, are "winners."

SUMMARY.–Official releases should tell the story which participating forces want told, and it must be truthful, unbiased, and provide equitable treatment to all participants. Releases should emphasize the fact that the exercises are for mutual familiarization in tactics and training to provide effective collective defense.

HOME TOWN NEWS COVERAGE

Assume that you are the senior JO on the staff of Commander Second Fleet. The flagship is a cruiser homeported at Norfolk. You're assigned to assist in the establishment, organization, and operation of a CIB for a major U.S. fleet exercise in the eastern Atlantic. One of your biggest jobs will be home town news coverage.

A task force of carriers, cruisers and destroyers will get underway 13 June from Norfolk. A replenishment group will sail a week earlier. The exercise will last three weeks, after which the force will proceed to the Mediterranean and relieve units of the SIXTH Fleet. Eight hundred Naval Academy and NROTC midshipmen will be embarked in the combatant ships of the task force.

In addition to the midshipmen, there are 15,000 regular crew members serving in the ships. That's 15,800 men who could possibly be covered with home town stories, pictures, and features.

There are at least two rated JO's and a fully staffed photo lab in each carrier and cruiser. Your own staff consists of one JO2, a JOSN, and two PH3's. Also, you will have a JOSN and two PH strikers assigned to the CIB on a TAD basis from other commands.

Planning

Before you can do any constructive planning, you will have to acquaint yourself with the situation. Chapter 2 pointed out two basic categories of facts you need to know to solve any problem:

- Facts about your organization; and
- Facts about the public you are trying to communicate with.

Let's start with the facts about your "organization"–the ships and men who will take part in the cruise.

Study the operations plan or order for the cruise. Find out the purpose of the cruise, how many ships are involved, what ports they will visit, and other details. Next, find out how many midshipmen will be embarked, where they are coming from, and what they will be doing. Coordination with the Public Affairs Office of the Naval Academy is also appropriate.

After you've learned all you can about the cruise and the midshipmen, concentrate on your own personnel and facilities. How many JO's and PH's will you have to do the job? How much training have they had and what are their capabilities? Do you have the necessary working space? Will the photo labs aboard the carriers and cruisers be able to turn out work on a mass production basis? Make sure you have adequate supplies (paper, envelopes, stencils, forms, mats, film, tapes, etc.). Check your equipment (cameras, duplicating machines, enlargers, contact printers, dryers, washers, etc.) for proper working condition.

Next, turn your attention to the work itself. Study the applicable chapters in *PA Regs* and the *JO 3&2* rate training manual. This will provide a refresher on the preparation of home town news material.

Fortunately, you won't have to worry too much about the public you are trying to reach. If you follow FHTNC guidelines on this project, your stories, features, and pictures will be used by thousands of newspapers, radio and television stations across the country.

Your activities during this operation should support the public affairs objectives of the Navy and the specific FHTNC objectives of your command. These objectives should be listed or at least referred to in the public affairs annex. Navy operational planning directives specify every detail of the format of the basic operation plan, but they state that an annex may follow any format that will satisfy the requirements of the situation. Thus, you may either list the specific public information objectives you want to accomplish and the means of accomplishing them, or you can list a public affairs mission and tasks. You could, for example, state your objectives in the annex like this:

MISSION–This force will conduct a home town news release program during Exercise_____to inform the public of the importance of the Navy and to encourage career service.

TASKS–(1) Carriers and cruisers will obtain and forward to FHTNC photos and single stories on all midshipmen embarked therein. (2) All ships will forward to FHTNC roster stories (or merely their home town rosters) on all crew members. (3) All ships will forward spot news and feature stories to COMSECONDFLT CIB as they occur.

You will note that the annex is addressed to the ships of the task force, not to the CIB. Later paragraphs will tell how to carry out these tasks (as explained in chapter 3) and the duties of the CIB can be spelled out there, if necessary.

Since this is the first time at sea for many of the midshipmen, their home town newspapers will want both pictures and stories of them at work. You'll be able to handle this with the facilities and staff you have at your disposal.

But as far as the other 15,000 regular crewmembers on the other ships are concerned, you must limit the scope of your coverage of them to roster stories. It would be nice if you could make photo releases on all hands, but this is impossible. So limit yourself to the objectives and tasks that are both most practical and most beneficial to the Navy.

Your staff will have to keep its eyes and ears open, however, to spot news and feature stories on everybody. This includes the regular crew members as well as the midshipmen.

JO/PH Teams

A few weeks before the exercise and cruise get underway, your TAD JO's and PH's report aboard. After they check in, brief them (along with your permanent staff) on the operation and the work involved. Although the JO's will be familiar with hometowners, it is unlikely that any of them will have worked on a mass production basis before. Do a good training job before the exercise starts.

Combine JO's and PH's into teams and let them practice shooting pictures until they can bring back what you want. Before you send them out, however, plan about 12 basic men-at-work shots that can be posed by all the midshipmen during the cruise. Then find a cooperative midshipman and have one of your JO/PH teams set up and shoot all the poses. When the prints are made, get the CIB crew together and evaluate the pictures. Decide which poses are best. The poses you decide to use probably will have to be further refined by additional shooting and lighting changes until the photographic aspects of the job are reduced to a basic routine of stance, expression, angle, and location.

Later, when the JO/PH teams start shooting pictures of the midshipmen for home town release, they will know exactly what is required. This is important, for mistakes will prove costly once the real work actually gets underway. Pictures that don't measure up to FHTNC standards will have to be discarded or retaken. This will result in a waste of time, money, and manpower, in addition to disrupting a busy training schedule planned for the midshipmen.

Roster Coverage

In any exercise or operation where a great number of home town stories are involved, the following procedures are normally followed:

- About three weeks before the cruise gets underway, the CIB prepares a master story (about the same as the advance release mentioned earlier) on the operation which covers ALL the participating units. The master story is forwarded to FHTNC by airmail or message with an appropriate release number.

- All units participating in the operations are listed as information addressees on the message or otherwise furnished copies of the story.

- Upon receiving their copies of the story, all participating units will airmail their home town rosters to FHTNC. Most commands will probably already have rosters at FHTNC under the "hold file" system explained in *JO 3&2*. In this case, commands will only be required to update their rosters.

- Rosters or changes to hold files MUST leave each participating unit in sufficient time to reach FHTNC not later than 15 days prior to the beginning of an exercise or operation.

- If changes are necessary in the hold file due to death, illness, or for any other reason which requires the permanent transfer of any individual, the participating unit involved will notify FHTNC by PRIORITY message to delete the name of the man involved. This is important! Otherwise, a hometowner might be sent out saying that a particular man is a member of a crew engaged in a search and rescue mission, for example, when he is actually the missing man all the ships are searching for. Every effort MUST be made at all levels to ensure that stories written before death or injury concerning deceased or injured personnel are not published by media.

- All subsequent master stories written about the operation will be prepared and forwarded to FHTNC by the CIB. Copies may be provided to participating units, but no further action is required on their part, except keeping FHTNC informed when changes occur in their hold files. Each subsequent master story can cover different phases of the exercise. For example, in an amphibious operation, separate master stories might be submitted on the screen force, the attack force, and the landing force. Each master story should contain a list of the ships or units involved.

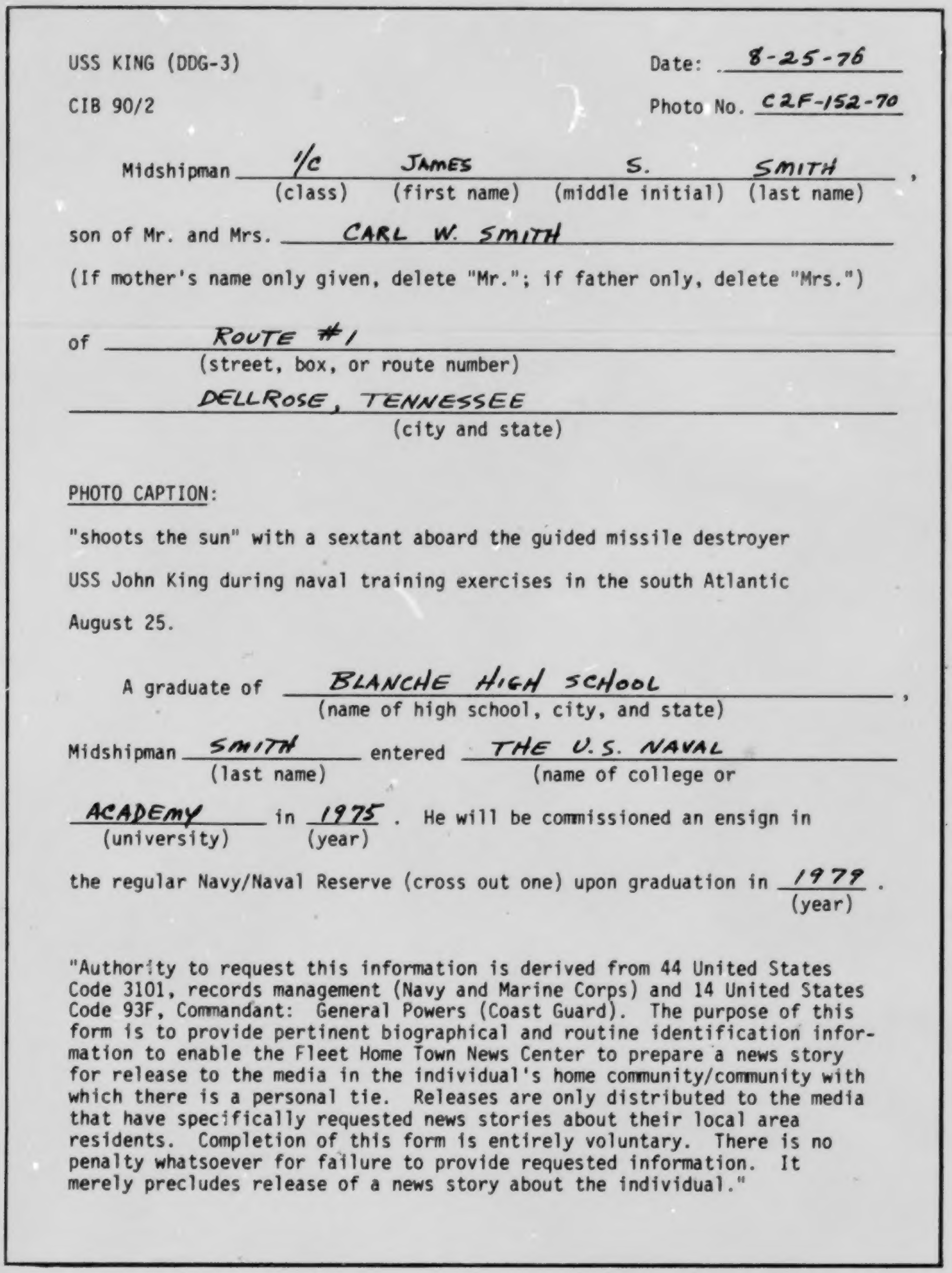
- On a midshipmen cruise, the midshipmen are NOT considered part of the ship's crew when the roster is prepared. Their names and related home town information are NOT included with the names of the regular crew members. The midshipmen will require special home town coverage, including photographs, which can't be handled the same way as routine roster stories.

FORM PREPARATION.–The standard FHTNC form NAVSO 5724/1 (discussed in *JO 3&2)* is used for coverage of regular crew members in roster stories. Ensure that you have enough available for both the CIB and the participating units. They can be ordered through normal supply channels.

A special modification of the standard form, figure 7-3, is used for the photo coverage of midshipmen. The CIB is responsible for preparing this form–a stencil or mat must be cut and the forms mimeographed or multilithed.

A list must be compiled indicating an estimate of the number of regular crew members and midshipmen serving on each ship. The forms, both the NAVSO 5724/1 and special modifications, then must be delivered to each ship, where they will be distributed, filled out, and readied for use later.

The forms must be prepared and delivered as early as possible. It was pointed out earlier that rosters must reach FHTNC 15 days before the exercise begins. The special midshipmen forms should be distributed and filled out as soon as



USS KING (DDG-3)
Date: 8-25-76

CIB 90/2
Photo No. C2F-152-70

Midshipman 1/c JAMES S. SMITH ,
(class) (first name) (middle initial) (last name)

son of Mr. and Mrs. CARL W. SMITH

(If mother's name only given, delete "Mr."; if father only, delete "Mrs.")

of ROUTE #1
(street, box, or route number)

DELLROSE, TENNESSEE
(city and state)

PHOTO CAPTION:

"shoots the sun" with a sextant aboard the guided missile destroyer USS John King during naval training exercises in the south Atlantic August 25.

A graduate of BLANCHE HIGH SCHOOL ,
(name of high school, city, and state)

Midshipman SMITH entered THE U.S. NAVAL
(last name) (name of college or

ACADEMY in 1975 . He will be commissioned an ensign in
(university) (year)

the regular Navy/Naval Reserve (cross out one) upon graduation in 1979 .
(year)

"Authority to request this information is derived from 44 United States Code 3101, records management (Navy and Marine Corps) and 14 United States Code 93F, Commandant: General Powers (Coast Guard). The purpose of this form is to provide pertinent biographical and routine identification information to enable the Fleet Home Town News Center to prepare a news story for release to the media in the individual's home community/community with which there is a personal tie. Releases are only distributed to the media that have specifically requested news stories about their local area residents. Completion of this form is entirely voluntary. There is no penalty whatsoever for failure to provide requested information. It merely precludes release of a news story about the individual."

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Figure 7-3.—A special modification of Form 5724/1 is used for FHTNC photo coverage of midshipmen.

the midshipmen report aboard, for picture shooting by JO/PH teams will follow soon afterward.

General Responsibilities

Despite the fact that the CIB will be well-staffed with JO's and PH's you won't be able to do all the work. You will need the assistance and cooperation of all ships participating in the cruise. How you distribute the work and responsibilities depends on the ships involved and the personnel available. In general, however, you might distribute the workload on a midshipman cruise involving carriers, cruisers, destroyers, and auxiliary ships in the following manner:

1. Carriers and cruisers. Each large ship normally has a public affairs office, a photo lab, and full-time personnel assigned to each. Take advantage of these facilities and personnel. In addition to forwarding a roster of its own crew to FHTNC, each carrier or cruiser should be made responsible for the photographic coverage of all midshipmen embarked. They should be guided by information contained in the public affairs annex, and they will be assisted as necessary by the CIB staff.
2. Destroyers. Each destroyer will be responsible for forwarding a roster of its own crew to FHTNC. The CIB will assign JO/PH teams to handle photographic coverage of midshipmen embarked (and other PA support as specified in the annex). The destroyers will assist the teams as necessary [illegible] scheduling and shooting the midshipmen. [illegible] also make sure that the midshipmen have [illegible] forms filled out before the JO/PH teams come aboard.
3. Auxiliaries. The auxiliaries, which don't have midshipmen aboard, will be responsible only for forwarding rosters of their crews to FHTNC.

Shooting Schedules

Getting home town pictures and stories of 800 midshipmen scattered on a number of different ships is quite a job. It is important that shooting schedules be carefully planned, coordinated, and executed.

In order to plan an effective schedule which offers maximum coverage and minimum confusion, you will probably have to work through a midshipman liaison officer (MLO) or some other senior midshipmen with a similar title. He will assist you in working out a schedule and will make sure the midshipmen are where you want them at the time you want them.

Each ship also may have a midshipmen office, which publishes a master roster listing every midshipman aboard and the various phases of training scheduled during the cruise. Midshipmen normally are rotated through training phases involving gunnery, engineering, and navigation. You should get a copy of this roster and schedule and use it as a basis for establishing the shooting schedule.

Let us assume you get together with the MLO and decide to shoot about 20 midshipmen going through the navigation phase of training. You set the time and place, and then ask the MLO to make sure the midshipmen show up with their filled-out forms (distributed to them at the beginning of the cruise).

Here is the procedure the JO/PH team might follow in shooting the pictures:

The JO/PH team should arrive 10 or 15 minutes ahead of the scheduled shooting time. Although their previous training assignments will give them a good idea of what is required, each scene may be a little different on each ship. Each location should be studied for background, lighting, and similar factors.

The team should then decide on three or four "standard" men-at-work shots. In the navigation department, for example, the team may decide to use a sextant, pelorus, signal flags and signal lights as "props" in posing midshipmen pictures.

After the shots are selected, the team makes a "dry run" on each. The JO assumes the role of midshipmen and poses for each shot. The PH sets his camera in the right spot (attempting to use the same distance from subject to camera on all shots), focuses, and makes other ajustments.

When both the JO and PH are satisfied with what they want, they use a grease pencil to mark the spot on the deck where the tripod rests and where the midshipmen are supposed to stand.

The easiest way to mark the deck is to encircle the spots where the three legs of the tripod rest, and to outline the JO's footprints while he stands in the spot where the picture is to be taken.

As the midshipmen start filing in, they are lined up just out of camera range. They are asked to have their home town forms ready and to watch what is going on. This will save time when their turn comes.

When each midshipman approaches the setting for the picture, the JO:

Scans the midshipman's home town form quickly for mistakes; for mistakes;

Marks the form to correspond with the negative of the picture being taken (this will be explained later);

Checks off the name of the midshipman from the ship's roster list; and

Requests the midshipman to step into the grease penciled footprints. The JO also asks him to assume the same pose as the previous midshipman.

Using this system, the JO/PH team can shoot about 50 subjects an hour. It is advisable, however, to schedule groups of only 20 to 30 men at a time. It is obvious that if you have a hundred men lined up for pictures, the last person in line will have to wait almost two hours to have his picture taken.

Keeping Track of Pictures and Stories

The 35mm or 2¼X2¼ camera format is recommended for this type of operation. Both cameras have features you might consider in your selection. The 35mm comes in a 36 exposure roll which you can quickly rewind within the camera, but the 2¼X2¼ will give you a large negative format. Whatever method you decide to use, make sure you have enough film to take care of the workload, including a reserve supply for unexpected problems.

The easiest method to follow is a combination letters-numbers system used in conjunction with the home town forms. Clearly label each film and corresponding home town form.

One system often used is to write the midshipman's name or code number on the back of the form with a grease pencil and have the midshipman hold it in a hand you plan to crop out of the picture. This picture is best for "mug shots" and cannot be used if the subject is using both to operate a sextant or to take a bearing with a pelorus.

If some pictures don't measure up to acceptable standards, they will have to be retaken, but not immediately. You should start a "straggler's list" and add the names of midshipmen whose pictures can be taken after the rest of the photographic coverage is completed. If this is impractical, then forget about it. You have to expect some losses in an operation of this type.

Photography

You should have a fair working knowledge of what makes a good home town news picture. The first things a reader usually looks at in any picture are the subject's face and eyes. Make sure the picture shows at least a three-quarter view of the subject's face. Attempt to have the subject doing something with his hands.

Strive for close-ups that provide maximum recognition of the subject. Most home town newspapers want pictures that can be reduced or cropped to one-column size (about two inches in width).

Get pictures of midshipmen in work situations that are believable. Even a landlubber knows that a midshipman does not wear whites while working in an engine room or handling ammunition.

Avoid shots of midshipmen in uncomplimentary poses. Using a little imagination, you will come up with something better than poses involving swabbing decks, cleaning heads, or chipping paint.

Ordinarily, you want only one midshipman in a picture. If two of them happen to be from the same town you could double up. But don't use more than three men in a picture. It is difficult to have three men doing something without making the picture look posed, and you run into complications when you start writing captions. If you don't double up, avoid taking identical shots of men from the same home towns. Few editors will use two pictures of different men in identically the same poses. To them, this shows lack of imagination.

Sky and water serve as the best backgrounds for outdoor shots. Use a yellow filter when shooting at the sky so that there is some contrast between the midshipman's white hat and the sky.

Liberty shots of midshipmen in foreign ports are ideal for home town dissemination. Most JO's and PH's, however, make the mistake of subordinating the man in the picture to the scene. Again, you should strive for maximum recognition. A beautiful panoramic scene in which the man's face is only a pinpoint in the picture will not be used.

In writing captions for the pictures, use a minimum of words. Also, avoid technical jargon. A man "shoots the sun with a sextant." He does NOT "measure angular distance to ascertain the latitude and longitude of his ship during navigation training." If you have a picture of a man sending a message by signal light, DON'T say that he "practices visual communication in international Morse Code by sending messages to the *USS Johnson* by flashing light."

Release Numbers

You will release a lot of material to FHTNC in an exercise of this type. It is important that you keep accurate records of everything that goes out. After the exercise is over, the CIB may be required to submit a complete report of public information activities to the exercise commander.

It does not matter what system you use for numbering your releases, as long as you keep the releases numbers straight. Also make sure that in the system you use, you can readily distinguish between roster stories, photo captions, spot news, single stories, and feature stories.

CHAPTER 8

WRITING THE COMPOSITE NEWS STORY

"Operation Broadjump," a two week amphibious training exercise, is underway in the Pacific. More than 100 ships, 14,000 sailors and 6,000 Marines are involved.

Correspondents representing a dozen news media are covering the operation. Other media also are interested in coverage, but can't spare the correspondents. They contact CHINFO (or in some cases CINCPACFLT) to request a roundup story of each day's developments. CHINFO (or CINCPACFLT) notifies the exercise commander, who turns the matter over to the CIB director. Assume that you are senior JO in Broadjump's CIB. The director assigns you the task of writing the daily roundup story.

With 100 ships and 20,000 men, the exercise has tremendous news potential. According to the Public Affairs Annex to the operation plan, everything of possible news value will be channeled to the CIB. A complex maze of facts and seemingly unrelated incidents will have to be taken from various sources and tied together in a neat, tightly wrapped package.

A fleet exercise or operation is not the only occasion when you might be called on to write a composite story. For example, take a fleet athletic tournament in which a dozen teams are competing. As many as six games a day may be played during the eliminations. No sports editor, however, would want an individual story on each game. He would tell you to "wrap 'em up" into one comprehensive story.

A number of command changes within a large type command would present another opportunity for writing a composite story. COMNAVSURFLANT, for example, is type commander for more than 100 auxiliaries ranging in size from repair ships to salvage vessels. There are certain days when five or six command changes may take place at the same time on different ships. If the PAO at COMNAVSURFLANT released a separate story on each, it is unlikely that one newspaper would publish them all. But if they were combined into one story, the newspaper might give it more favorable treatment.

One story dealing with six command changes has more news value than six individual stories. The combined story takes up less space and eliminates repetition of certain basic information. It probably would be placed at the top of the page and would rate a two or three column headline. The command would benefit more from this type of coverage than from having six small stories scattered through the newspaper.

In addition, whereas a change of command story involving a lieutenant junior grade might be discarded, an editor might let it remain intact as part of a composite story.

A command like COMNAVAIRLANT frequently uses composite stories for accident news. Occaionally there are days when three or four aircraft accidents occur within a few hours time. When this happens, the newspapers sometime request that the stories be combined into one release.

DEVELOPING THE COMPOSITE STORY

All stories may be generally classified as either one-incident or composite stories.

A one-incident story presents a group of related facts based on a single incident. It deals with an isolated occurrence such as a change of command, a ship arrival, a heroic rescue, a speech, or a promotion. A JO striker usually cuts his journalistic teeth on this type of story. It is a basic story and simplest to write.

A composite story presents two or more angles of a complex situation and ties them together in the interest of coherence and economy of space. In other words, a composite story is made up of two or more one-incident stories which in some way are related.

Although there are many ways composite stories may be developed, the six methods outlined below are most commonly used.

SUMMARY DEVELOPMENT

A summary development is generally used when there are two or more incidents of almost equal news value. The lead summarizes the angles. The body elaborates on each angle in the order of presentation in the lead.

SALIENT FEATURE DEVELOPMENT

A salient feature development would be used when there are two or more incidents in a story, one of which overshadows the others in importance. The lead presents the single most important or significant angle. The next paragraph, called a "summary paragraph," summarizes the other angles. The body elaborates on each angle in the order of presentation in the lead and summary paragraph.

EXCEPTION TO SALIENT FEATURE DEVELOPMENT

Occasionally, the minor angles presented in the summary paragraph of a salient feature story are not as important as details of the major angle presented in the lead. If this is the case, then details of the major angle should be presented before the minor angles are introduced.

COMBINATION DEVELOPMENT

A combination development would be used when there are three or more incidents in a story, two of which overshadow the others in importance. The lead summarizes the two most important angles in the story. The summary paragraph summarizes the other angles. The body elaborates on each angle in the order of presentation in the lead and summary paragraph.

EXCEPTION TO COMBINATION DEVELOPMENT

Occasionally, minor angles presented in the summary paragraph of a combination story are not as important as details of the major angles presented in the lead. If this is the case, then details of the major angles should be presented before the minor angles are introduced.

COMPREHENSIVE LEAD DEVELOPMENT

A comprehensive lead development is used when there are two or more incidents of almost equal news value in a story. However, instead of summarizing each angle in the lead as in the summary development, the angles are reduced to a single comprehensive statement. The summary paragraph summarizes the angles, usually in 1-2-3 or more order. The body elaborates on each angle in the order or presentation in the summary paragraph.

Now that the six basic developments for a composite story have been explained and diagrammed, let us take a complex situation and develop it by each method. For illustrative purpose, we will use "Operation Broadjump" introduced at the beginning of this chapter.

WRITING THE SUMMARY DEVELOPMENT STORY

Let us assume that the exercise has been underway for eight days. So far, you have written seven composite stories which have been forwarded to CINCPACFLT as message news releases. During the day, a dozen or more news events are reported to the CIB. Some are insignificant. Others are routine. Three of them, however, stand out above the rest:

The destroyer, *USS William T. Roulston,* reports an unusual incident with a playful whale. The amphibious assault ship, *USS Gettysburg,* reports a unique rescue of a grounded LST. The

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USS John J. Mitchell, a destroyer escort, reports the death of its commanding officer and holds a burial at sea. After verifying facts, eliminating superfluous information, and filling out apparent gaps in the individual stories, you decide to write a composite story using a summary development.

The reason you select this development is because you feel all the incidents have almost equal news value. Here is the way the story might be written.

> A burial at sea, a mischievous whale, and the unique helicopter rescue of a grounded LST caused some unexpected delays today in "Operation Broadjump," the Navy's large-scale amphibious training exercise in the Pacific.
>
> The burial at sea took place following the death of Lt. Cmdr. Bernard A. Bunker, commanding officer of the destroyer escort *USS John J. Mitchell*.
>
> Bunker died yesterday of a heart attack. Before succumbing, he requested burial at sea. Records indicated he was unmarried and had no living next of kin.
>
> At sunset today more than 20,000 Navymen and Marines in a hundred ships paused for a moment of silence and prayer as his body was committed to the deep. The at sea burial, was the first in the Navy since 1954.
>
> A graduate of the Naval Academy, class of 1948, Bunker (this section of the story deals with highlights in the deceased's career). . .
>
> In contrast to the solemnity of the burial at sea, a mischievous whale added a touch of humor and frustration to the routine operations of another Navy ship.
>
> The radar operator aboard the destroyer *USS William T. Roulston* detected a mysterious blip on his radar screen early this morning. A few minutes later, one of the ship's lookouts identified it as a gray whale. It was following about a half-mile astern.
>
> The whale, estimated to be 70 feet long, aroused the crew's curiosity, but caused no concern at first.
>
> But an hour later, it had pulled within 50 feet of the ship's port side and seemed intent on following the *Roulston* to her rendezvous with other ships in the operation.
>
> In attempting to avoid a possibly dangerous and embarassing situation, Cmdr. Daniel R. Anderson, the commanding officer, ordered his ship full speed ahead. But despite her high speed and quick maneuvering, the ship failed to elude the whale.
>
> Next, the ship's skipper attempted to frighten the whale. The fog horn was sounded loudly and several bursts of gunfire were fired into the air. The efforts proved futile. The whale remained.
>
> Anderson next tried psychology. He brought the ship to a complete stop, hoping that the whale would no longer be fascinated by an unmoving object in the water. The whale failed to cooperate.
>
> Instead, the whale circled the ship a few times, flipped its tail playfully, and nuzzled a little closer. It looked as though it planned to spend the day there.
>
> As soon as the ship got underway, the whale again trailed along.
>
> This went on for hours. The destroyer crew's ingenuity was put to an exacting test, but a dozen different attempts to lose the whale–or at least to discourage it from following–failed.
>
> Fortunately, the mischievous whale lost interest in the vessel and departed the operating area.
>
> While the *Roulston* was attempting to dispose of her problem with psychology, the amphibious assault ship *USS Gettysburg* was disposing of another with helicopters.
>
> During an amphibious landing operation this morning, the tank landing ship *USS Lake County* became grounded on a sand bar in a narrow channel near San Bernardino Island.
>
> All efforts by the crew to free the ship failed.
>
> Assistance from other ships was requested, but the water was too shallow

to permit them to enter and tow her free.

When Capt. Ralph J. Gunderson, commanding officer of the *Gettysburg*, heard of the predicament, he suggested helicopters be used to rock the LST free.

Using strong cables secured to the bow and stern of the LST, two HRS-2 helicopters from the *Gettysburg* went to work.

First the helicopter at the bow would rise to the full extent of its power. Then the helicopter at the stern would quickly repeat the maneuver. The effort worked.

In 20 minutes, the LST was free and steaming out to sea again.

Ordinarily used for assault transport work, HRS-2 helicopters are powerful aircraft that can carry eight combat-equipped Marines. It is believed this is the first time they have been used as "flying tugboats."

The biggest disadvantage of using a summary development is that the lead has a tendency of becoming too long and involved. The JO must be careful not to overload it with unnecessary details or explanations.

Not counting articles, the lead in the above story is 27 words long. This is a reasonable length, considering that three incidents are presented and tied in with background information on the operation itself.

In presenting the incidents, note that phrases of from two to five words are used to describe each. Also note that each phrase is terse, pithy and calculated to arouse the reader's curiosity. This is important, for the manner in which the incidents are phrased in the lead serves as a framework for the rest of the story.

Probably the most difficult part about writing a lead of this type is that the three incidents must be logically tied together. The writer solved the problem in this story by stating that they "caused some unexpected delays" in the operation. This not only made the incidents related to each other, but also it made them related to the operation.

The order in which the incidents are presented in the lead is arbitrary. It all depends on the writer's sense of news judgment. But once he establishes the order in the lead, the body of the story must be developed accordingly. The first incident mentioned in the lead will be the first one developed in the body of the story. This development will be carried out until all of the lead angles are exhausted.

Occasionally, a bridge may be necessary because the transition between the lead and body of the story is too abrupt. Or, under certain circumstances, a bridge may be required to introduce a tie-in or tie-back. If this is the case, it should be inserted the same as in any other story.

Maintaining continuity is a problem in every story. In writing a composite story, however, it is a problem which requires skillful handling. The very nature of the story makes the job difficult. If the first incident is described in too great detail, the reader may tire of the story and move on to something else, thus missing much of the meat of your story. This is one weakness of a composite story which makes the writer's choice of angles very important.

As you complete one segment in the story and move on to the next, you will need a connecting word or phrase to smooth the transition. The transition should be handled so the reader isn't aware of any break in the story. If possible, the end of one segment should naturally lead into the beginning of another.

Notice how this is handled when a new incident is introduced in "Operation Broadjump". Some of the more common words and phrases used as transitional devices include:

accordingly
also
another
another development
as a climax to
as a result
at last
at the same time
consequently
earlier in the day
finally
for example
for instance
furthermore
here at home
however
in another area
in contrast to
in fact
meanwhile
moreover
nevertheless
not far away
on the other hand
otherwise
similarly
shortly thereafter
such
then
therefore
thus

WRITING THE SALIENT FEATURE DEVELOPMENT STORY

Now that we have written and explained a composite story employing a summary development, let us see if we can take the same situation and develop a salient feature story.

For illustration purposes, however, we will add another incident to the situation. More than three incidents are seldom used in a summary development because it tends to make the lead unwieldly. But developing more than three incidents in a salient feature story is no problem.

Assume that the PCE 312, another ship involved in the operation, solves a modern sailing problem with old-fashioned ingenuity. When the patrol craft's engines went dead, the crew sewed a makeshift sail and literally "sailed" into port with the aid of a strong wind.

We now have four incidents to develop. This includes the burial at sea, the playful whale, the rescue of the grounded LST, and the use of sails by a modern naval vessel.

To use a salient feature development, one incident should have more news value and overshadow the others in importance. This incident is then featured in the lead. The other three incidents are summarized or presented in the next paragraph. When the body of the story is developed, each incident is developed in the order of presentation in the lead and summary paragraph.

It should be pointed out again that the importance attached to certain incidents and order of presentation in a composite story is arbitrary. One JO may consider the burial at sea the most important angle in the story. Another JO may decide to play up the grounded LST. It is all a matter of news value judgment. But the JO's judgment is important, for his lead is a hook to draw the reader into the story. The order of presentation will determine how long the reader is going to stay with you.

We have decided to use the burial at sea as the most important fact in the example below. Here is the way the lead and the summary paragraph of a salient feature development might be written.

> More than 20,000 men in a hundred ships took time out for a moment of silence and prayer today as the body of a deceased naval officer was committed to the deep in a traditional ceremony of the sea.
>
> Earlier in the day, some other incidents involving a mischievous whale, a grounded LST and a powerless patrol craft upset the routines of three other ships in "Operation Broadjump," the Navy's large-scale amphibious training exercise in the Pacific.

In writing the body of the story, the four incidents would be developed in the order of their appearance in the lead and the summary paragraph. The material would be handled in much the same way as in the body of the previous example for a summary development.

WRITING THE SALIENT FEATURE EXCEPTION

In some situations, the salient feature of a multi-angled story might be so important and so newsworthy that even its details are more significant than the other angles in the story. If this is the case, then the details should be presented before the other angles are introduced.

For example, let us assume the admiral commanding the operation died of a heart attack instead of the skipper of the DDE. Before he succumbed, the admiral requested to be buried at sea. The rank of admiral, his function in the fleet, his death, and the burial at sea ceremony would be more important than the incidents involving the whale, the LST and the PCE.

Here is how the story might be developed:

> More than 20,000 men in a hundred ships took time out for a moment of silence and prayer today as the body of Vice Adm. Bernard A. Bloom was committed to the deep in traditional ceremonies of the sea.
>
> Adm. Bloom was the commander of the Navy's amphibious forces in the Pacific. He was in command of "Operation Broadjump," the Navy's large-scale amphibious training exercise in the Pacific, when he died of a heart attack yesterday.

> Before succumbing aboard the amphibious force flagship *USS Laconic*, Adm. Bloom requested burial at sea. Records indicated he was unmarried and had no living next of kin.
>
> At sunset today (this section of the story would deal with all the details of the burial at sea, followed by highlights from the admiral's career). . .

After all the facts relating to the admiral are exhausted, the other aspects in the story should be introduced in a summary paragraph. These aspects then would be developed one by one.

WRITING THE COMBINATION DEVELOPMENT

A combination development might be used in a composite story if two of the incidents overshadow the other two in importance.

For example, two of the incidents deal with stranded ships. An LST went aground on a sandbar and a PCE suffered engine failure. Both probelms were solved in unique ways. Combining them in the lead would be a natural way of beginning the story. If you decided to do this, the lead and summary paragraph might look like this:

> Helicopters and makeshift canvas sail played important roles in the rescue of two stranded ships today during "Operation Broadjump," the Navy's large-scale amphibious training exercise in the Pacific.
>
> Other developments in today's operations involved a mischievous whale that disturbed operations and the burial at sea of a deceased naval officer.

As in the other examples, the body of the story would be developed in the order the incidents are introduced in the lead and the summary paragraph.

WRITING THE EXCEPTION TO THE COMBINATION DEVELOPMENT

The exception to the combination development is similar to the exception to the salient feature development. The only difference is that the salient feature exception deals with one all-important incident and several minor ones. The combination exception deals with two important ones and several minor ones.

WRITING THE COMPREHENSIVE LEAD DEVELOPMENT

The comprehensive lead development is more commonly used for composite stories than all the others. It is simpler to write, easier to understand, and satisfies present newspaper requirements for brevity and compactness.

When used in a composite story, the comprehensive lead reduces all the incidents to one comprehensive statement. The summary paragraph next summarizes these incidents in 1-2-3 or more order. The body then elaborates on each incident in the order of presentation in the summary paragraph.

Here is the way the four incidents in "Operation Broadjump" might be developed with a comprehensive lead arrangement:

> Four unexpected developments today interrupted the operation of some ships in "Operation Broadjump," the Navy's large-scale amphibious training exercise in the Pacific.
>
> They involved:
>
> 1. A deceased naval officer who was buried at sea in traditional ceremonies;
> 2. A mischievous whale which disturbed operations;
> 3. A stranded LST that was freed from a sandbar by helicopters;
> 4. A patrol craft that suffered engine failure and reached port with makeshift sails.

In writing the body of the story, the four incidents cited in the summary paragraph would be developed in the order of their presentation.

* * * * * * * * * *

Composite news stories with more than one angle are difficult to write. The biggest problem is organization. You must organize your material so that each angle in a complex situation is presented simply, clearly and effectively.

The basic formulas outlined in this chapter will help you organize your material and write the story. But more importantly, they will teach you to THINK before you begin a story. You will not just sit down to a typewriter and bang out the first thoughts that come to your mind.

Newswriting may be taught by formulas but can be learned only by actual experience. There is no EXACT way to write a story, because newswriting is not an exact science. There are many basic principles, but no hard-fast rules. A story should always be written in a manner appropriate to the subject matter.

It should also be pointed out here that the incidents used in the "Operation Broadjump" story were selected because they are clear-cut, unique and easy to remember. Under normal circumstances, each would make good copy for a single one-incident release. They were combined in a composite story strictly for illustration purposes.

CHAPTER 9

SCIENTIFIC WRITING

As a senior Navy JO, you may encounter many assignments which require the ability to explain and interpret scientific and technological advances, not only for Navy readers, but for the general public.

Since the 1940's the Navy has experienced the greatest planned revolution in the history of seapower. We have nuclear and conventional ships (see fig. 9-1) that roam the oceans carrying supersonic planes capable of delivering their

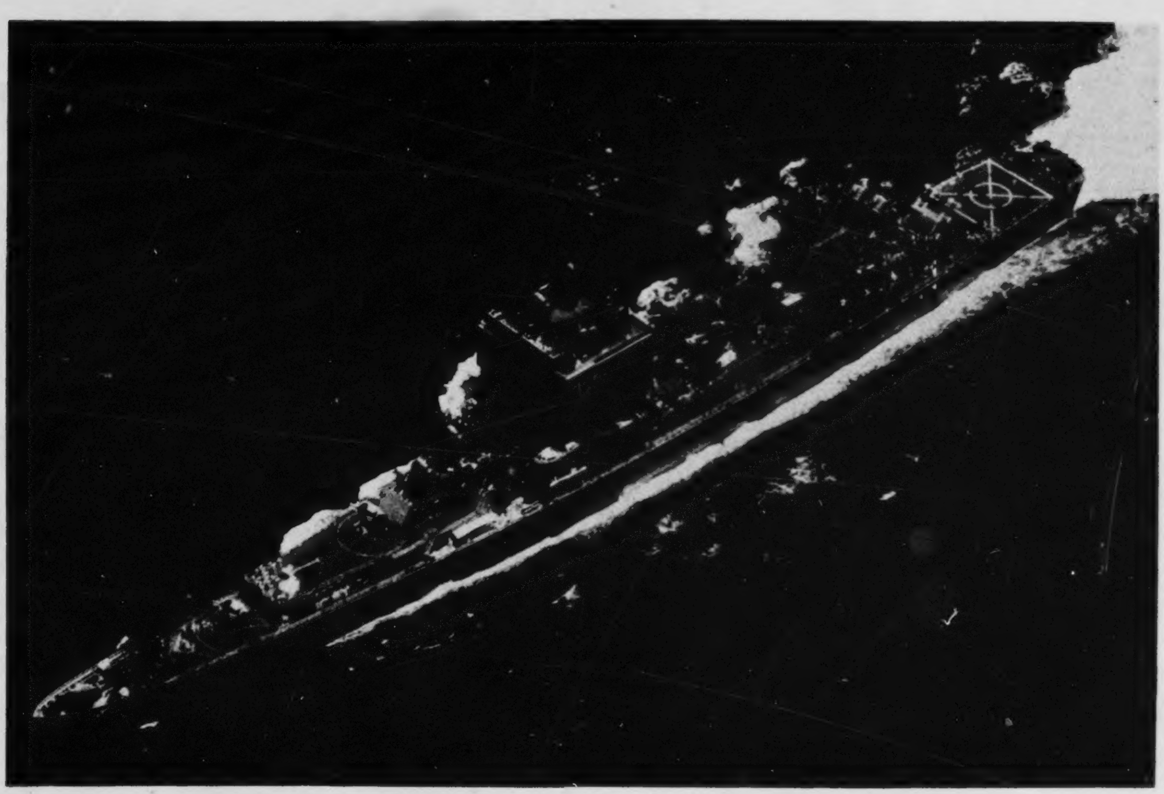

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Figure 9-1.—The nuclear powered USS Long Beach (CGN-9) is one of the many major scientific advances the Navy has accomplished in recent years.

various weapons systems anywhere in the world. We have guided missiles that can be fired with deadly accuracy from planes, surface ships, and submerged submarines. The Navy is constantly designing bigger and better ships and adapting existing ships to more modern uses. Oceanographic science has taken on a new meaning within the Navy during the past decade. As the world population increases and land resources can no longer support it, Navy deep-diving probes into the sea to study how to obtain more food reservoirs, and raw materials are becoming increasingly important.

The alert editor and writer watch for the impact of science on the lives of their readers. There is a bright future for the novice science writer learning the art of interpreting scientific advances. Sources of scientific and technical articles aboard ship and large shore stations are many. Explaining the features of a new preventive medicine program, how the catapult on a carrier works, or current communication techniques could make interesting features in a command newspaper or magazine.

Science isn't just a small PART of the news anymore. It frequently IS the news. And the Navy is getting a larger share of this news every day in research projects, support of scientists in Antarctica, and operation of its forces.

TYPES OF SCIENTIFIC WRITING

All scientific writing generally may be classified as technical, semitechnical, or popular.

TECHNICAL

Technical articles are written by experts for experts in a particularly complex field. They are not written or intended for reading outside the field. Few general readers have the training or background to understand them. They deal in technical terms with such subjects as higher mathematics, economics, nuclear energy, rocketry, archeology, and advanced medicine.

SEMITECHNICAL

Semitechnical articles are written for specialists or those associated with certain fields of work. The writer does not necessarily have to be an expert in the field, although it will help if he or she is. The writing is clear enough to be understood by those outside the field, but like the technical articles it is not intended for general reading.

The Navy publishes more than 30 periodicals which are edited by the bureaus, offices, and systems commands in Washington, D.C. These are mostly semitechnical and depend on contributions from the field. They include such publications as *JAG Journal, Navy Medical Newsletter, Naval Research Review, Navy Management Review, The Supply Corps Newsletter,* and *The Navy Civil Engineer.* (See fig. 9-2.)

You may be asked to write or assist in the preparation of articles for these publications. Although nobody expects you to be an expert in any technical field other than your own, your training should enable you to prepare satisfactory material based on interviews or research. In addition, you may help others who desire to write for these publications by offering literary advice or editing their copy.

POPULAR

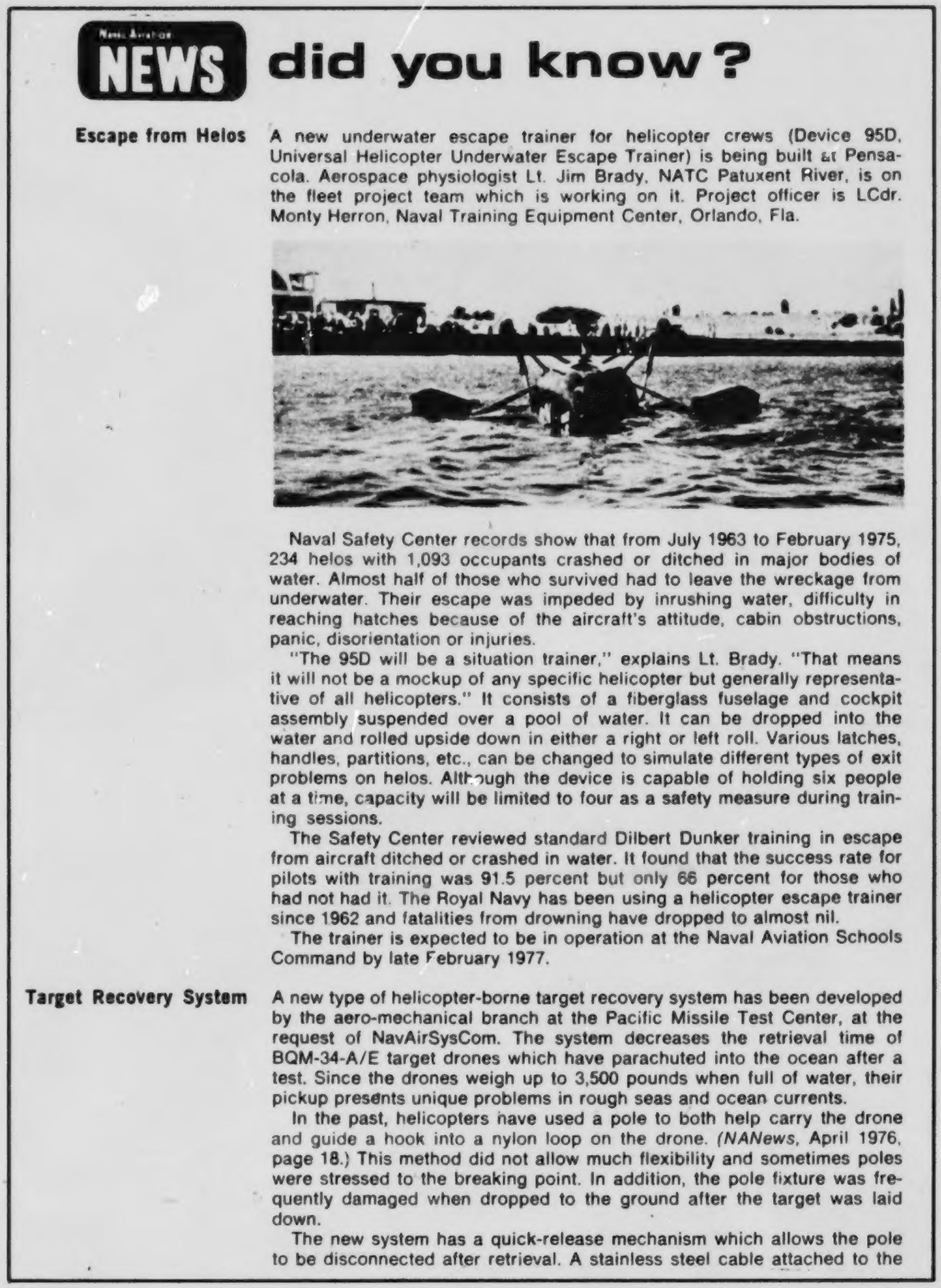
Popular scientific articles are written for mass consumption by the general public in books, magazines, and newspapers. They deal with technical subjects but are written in nontechnical language. They are written simply, clearly, and in such a way as to interest the layman.

As the name indicates, popular scientific articles are popular. People like to read them. They know that a scientific discovery today may benefit or endanger their lives tomorrow. They turn to their newspapers and magazines for information.

All popular scientific articles are strong in reader identification. Facts alone are not important unless you can show how they are related to the life of the reader. This is especially applicable to popular scientific articles.

In general, popular scientific articles serve one or more of four purposes:

- They inform the reader of significant scientific facts or events which are not known.



Naval Aviation NEWS

did you know?

Escape from Helos

A new underwater escape trainer for helicopter crews (Device 95D, Universal Helicopter Underwater Escape Trainer) is being built at Pensacola. Aerospace physiologist Lt. Jim Brady, NATC Patuxent River, is on the fleet project team which is working on it. Project officer is LCdr. Monty Herron, Naval Training Equipment Center, Orlando, Fla.

Naval Safety Center records show that from July 1963 to February 1975, 234 helos with 1,093 occupants crashed or ditched in major bodies of water. Almost half of those who survived had to leave the wreckage from underwater. Their escape was impeded by inrushing water, difficulty in reaching hatches because of the aircraft's attitude, cabin obstructions, panic, disorientation or injuries.

"The 95D will be a situation trainer," explains Lt. Brady. "That means it will not be a mockup of any specific helicopter but generally representative of all helicopters." It consists of a fiberglass fuselage and cockpit assembly suspended over a pool of water. It can be dropped into the water and rolled upside down in either a right or left roll. Various latches, handles, partitions, etc., can be changed to simulate different types of exit problems on helos. Although the device is capable of holding six people at a time, capacity will be limited to four as a safety measure during training sessions.

The Safety Center reviewed standard Dilbert Dunker training in escape from aircraft ditched or crashed in water. It found that the success rate for pilots with training was 91.5 percent but only 66 percent for those who had not had it. The Royal Navy has been using a helicopter escape trainer since 1962 and fatalities from drowning have dropped to almost nil.

The trainer is expected to be in operation at the Naval Aviation Schools Command by late February 1977.

Target Recovery System

A new type of helicopter-borne target recovery system has been developed by the aero-mechanical branch at the Pacific Missile Test Center, at the request of NavAirSysCom. The system decreases the retrieval time of BQM-34-A/E target drones which have parachuted into the ocean after a test. Since the drones weigh up to 3,500 pounds when full of water, their pickup presents unique problems in rough seas and ocean currents.

In the past, helicopters have used a pole to both help carry the drone and guide a hook into a nylon loop on the drone. (*NANews*, April 1976, page 18.) This method did not allow much flexibility and sometimes poles were stressed to the breaking point. In addition, the pole fixture was frequently damaged when dropped to the ground after the target was laid down.

The new system has a quick-release mechanism which allows the pole to be disconnected after retrieval. A stainless steel cable attached to the

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Figure 9-2.—Here is an example of the type of articles featured in Naval Aviation News.

- They interpret for the reader the implications of a scientific development or invention.

- They explain science and complex technology in simple language that the average reader can understand.

- They apply the facts in scientific and technical subjects to the life of the reader.

All Hands and *Naval Aviation News* are two Navy publications which regularly feature good popular scientific articles. *All Hands* publishes articles on what is new and important in the Navy and how it affects the Navyman. *Naval Aviation News* does the same, except that its articles are slanted to readers in naval aviation.

WRITING THE POPULAR SCIENTIFIC ARTICLE

Of the three types of scientific writing just discussed, you will be concerned mostly with the popular scientific article. The organization and writing of a popular scientific article are very similar to writing a feature story. It is recommended that you review the basics of feature story writing in *Journalist 3 & 2*.

There are four major steps in developing the scientific article: recognition of the science oriented story or "the idea," complete and extensive research, carefully planned interviews, and precise writing.

THE IDEA

Instead of finding "tips" anywhere and everywhere, as for other feature articles the science writer narrows the sources down by attending seminars, meetings, and conferences or by gaining access to technical reports and professional journals. If you were assigned to the Operation Deep Freeze public affairs office, you would maintain close contact with the National Science Foundation public affairs office for information on planned research projects to be conducted in Antarctica. Conversations with friends who are experts in their field serve as a shortcut to the discovery of interesting scientific article possibilities.

In choosing a subject, you may find the decision is not difficult if you ask yourself the following questions:

- Will the subject be interesting enough to me to write about?

- Even with diligent research will I be able to understand the subject?

- Is the subject adaptable to interpretation?

- Is sufficient research material available on the subject?

- Are interviewees available, either in person, by correspondence, or by telephone?

- Is there a military or civilian magazine or newspaper that will print my article?

- Will I be able to obtain illustrations and photographs to complement the article?

If these questions can be answered in the affirmative, you will then begin to plan your research and set up interviews in preparation for writing the article.

It should be noted here that the Navy carries on a lot of scientific research on which special policy on release of information has been established. Two examples provided in the *PA Regs* are:

> "Information on which transmittal to foreigners is restricted, such as naval nuclear propulsion. Release to the public would allow the information to reach foreigners.
>
> Programs which are subject to potential controversy, such as the use of animals in experimental research. Releases in such cases may be made, but must stress humane procedures, safeguards, and the like."

RESEARCH

The safe rule of the science writer is the same rule of the good newspaper reporter: collect from five to ten times as much material as will ultimately be used in the article.

Almost everyone begins work on a subject with his sources already in mind, such as a discussion in a textbook, magazine article, or research paper. A businesslike approach to your subject will require intelligent use of library resources. There are some standard aids that will lead you to references for your purpose.

Library Card Catalog

The library card catalog lists books by author, title, and subject treated. (See fig. 9-3.) If you know the name of a man who has written on your subject, look up his name in the card catalog. Also look up the subject heading that you are writing about, remembering that your exact subject may not be given but that there may be one that will include it.

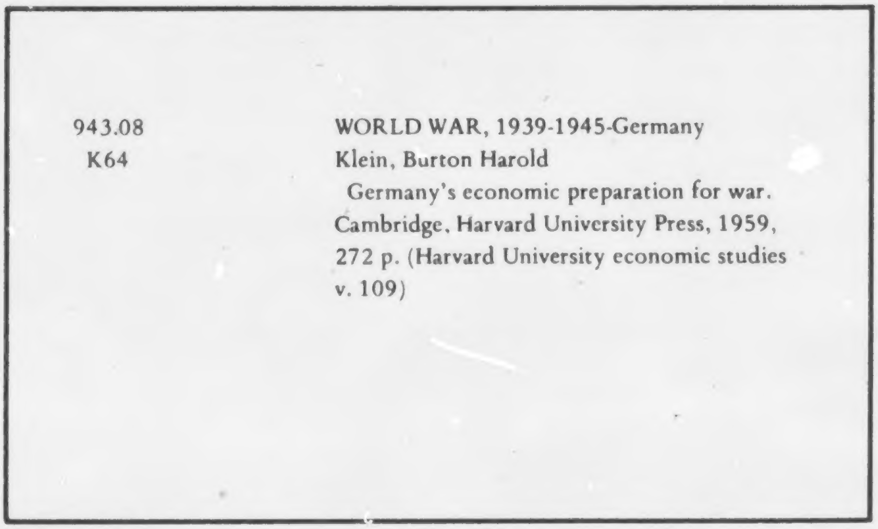
In figure 9-3, note that the classification or call number in the upper left-hand corner of this library subject card indicates the location of the book on the shelf. The call number 943.08 indicates that this publication is filed numerically between 943 and 944 on the shelf. The initial K (shown in figure 9-3) is the first letter of the author's last name.

Periodical Indexes

Next to the card catalog the most important source of references is the *Readers' Guide to Periodical Literature*. (See fig. 9-4.)

The *Readers' Guide* is a reference source, published since 1906, which gives, under author entries and subject entries, references to articles in some 200 current magazines. It gives references up to the preceding month and is consequently one of the most valuable sources for topics that are of current importance. When using the *Readers' Guide*, write out all important information on a bibliography card in order to avoid confusion later and to have the data in correct form.

Ulrich's *Periodical Directory* lists periodicals under subject headings. This directory is designed to answer the question: What periodicals are in this field? It also tells in which works each is indexed so that it becomes an indirect guide to the contents of the magazines.



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K64

WORLD WAR, 1939-1945-Germany
Klein, Burton Harold
Germany's economic preparation for war.
Cambridge, Harvard University Press, 1959,
272 p. (Harvard University economic studies
v. 109)

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Figure 9-3.—Library card listing material by subject matter.

Entry by Subject:

MARINE PAINTING

Frederick Waugh, America's most popular marine painter. G. R. Havens,
il Am Artist 31: 30-7+Ja '67

This means that an illustrated article on the subject MARINE PAINTING entitled "Frederick Waugh, America's Most Popular Marine Painter," by G. R. Havens, will be found in volume 31 of American Artist, pages 30-7 (continued on later pages of the same issue) of the January 1967 issue.

Entry by Author:

HAVENS, Geooge R.

Frederick Waugh, America's Most Popular Marine Painter.
Am Artist 31:30-7+Ja '67

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Figure 9-4.—This is an example of the listings in Readers' Guide to Periodical Literature. This index, like the card catalog, is common to all libraries. It is used to locate articles appearing in nonmilitary periodicals listed by subject and author.

Most libraries have *The New York Times Index*, which appears monthly and runs back to 1913. This index will serve as a guide to other periodicals on matters of general importance because it gives the dates of events which would presumably be covered in other papers published during the same time frame.

Special Bibliographies

There are many annual bibliographies in journals in special fields. The key to these special lists is Besterman's *World Bibliography of Bibliographies*, a standard and comprehensive work, or the shorter Ireland's *An Index to Indexes*.

Reference Works

The reference department of a library has a number of general and special works, such as encyclopedias, almanacs, and dictionaries which furnish varied and plentiful information. Often it is a good plan to see what one of these has to say about your subject before you do any extensive searching. The basic information in these references can help you find your way around more intelligently.

Note Taking

As you gather the facts, keep in mind the purpose of your article—to inform, to interpret, to explain, and to apply it to life. The science writer must write with accuracy in order to indicate to the readers the significance of the scientific discovery or invention in readable terminology.

The material must be gathered on the basis of what you are going to explain to the reader. Select the facts in even more detail than for any other type of article in order to write clearly.

THE INTERVIEW

The success of an interview for writing a science article depends upon the writer's careful research, thoughtful planning, and ability to draw out the interviewee to speak freely. The basics of conducting an interview are covered in *Journalist 3 & 2* and a brief review is recommended. Interviewing is an art, no matter what type of article you are writing. But this is particularly true when applied to interviewing for scientific or technical articles. The science writer must clearly understand every step of the research and comprehend the future benefits or dangers of the results of the research to mankind.

The plan for a science interview consists of four steps: preparing for the interview, planning interview questions, conducting the actual interview, and reviewing the interview.

Preparing for the Interview

An interview with a scientist or technician will obviously take much longer than the normal news interview. To establish a harmonious and cooperative exchange with the interviewee, arrange an appointment for an interview through a brief but concise letter or memo (if the person is within the naval community). Enclose some of the questions to be discussed and explain what you are going to do with the article. This will give the interviewee time to prepare for the meeting and avoid outside interruptions.

Prior to the interview you must complete as much research as possible and compile the bibliography used for the research.

The tactful and enterprising writer will obtain the interviewee's biography and achievements from library sources or the expert's colleagues. You must know the interviewee's life history and achievements well enough to know what questions NOT to ask.

Planning Interview Questions

Your interview questions will be based on the research notes, the trend of current events, the effect that the research results will have on the lives of the readers, the number of scientific and technical terms the readers will understand without explanations, and the most effective method of presenting the facts to hold the reader's interest.

The questions must be so phrased that the expert cannot simply answer "yes" or "no." They should be formulated carefully to instill confidence in the interviewee.

Next to the last question, you should make arrangements for photographs and other illustrations. The last question on your list will be a request for the interviewee to check the completed manuscript for technical accuracy and security. This point will be discussed in more detail in the postinterview part of the plan.

Conducting the Interview

The beginning science or technical writer will profit by re-reading the section on special techniques of interviewing in *Journalist 3 & 2*. In interviewing authorities for the science or technical article, you might use the following additional suggestions:

Many writers have a trained memory and can conduct an interview without taking extensive notes. As a rule, both the interviewee and the writer are at a disadvantage if notes are taken during the interview. The use of a small portable tape recorder is highly recommended for the interview. Make sure that the machine is in good working order and the batteries are fresh. With today's excellent equipment available, there is no need to stick the microphone in the interviewee's face. Simply place the microphone on a desk or table near the interviewee. Check the levels and range of the microphone with a coworker prior to the interview, and during the interview, give an occasional quick glance at the VU meter and tape measurement. It is recommended that you take along extra tape and batteries to the interview. The recorded interview will provide you with an excellent alibi copy, so SAVE YOUR TAPES for a reasonable length of time.

As mentioned earlier, in closing the interview, arrange for photographs and illustrations and ask the interviewee if he or she will be good enough to check the manuscript for scientific accuracy.

Reviewing the Interview

The final step in the interview process is reviewing the interview. It includes: (1) the immediate transfer of notes from your memory or tape recorder to paper as soon after leaving the interviewee as possible; (2) the "brooding period", and (3) writing the article.

WRITING THE ARTICLE

After the material for an article has been absorbed, you should pause to brood over that you have gathered. This "thinking period" will check the impulse to start writing and instead deliberately turn over in your mind various ways in which the article can be shaped. How long should the brooding go on? There is no rule, but many writers recommend 3 to 10 days.

Following the brooding period, you are ready to develop an outline, lead, and style.

Outline

As with any article, you must give careful thought to the outline. Include in the outline the writing devices that will make the readers feel that the story concerns them or their friends personally; if not now, then in the future.

Avoid the sensational writer's overuse of reader-appeal devices, because the present-day readers of science and technical articles seek out factual material, whereas a decade or so ago their interest had to be caught and held.

Because of the nature of the material, you must give more thought to: (1) determining the limits of the article; (2) scope of the treatment; and (3) anticipation of what the reader may want to know. This process necessitates a thoughtful culling of your research and interview notes. As you draft the outline, keep the readers in mind, even more than when writing general articles, and remember the readers have intelligence, though they may not have a scientific or technical background.

In planning the outline, remember that understatement is better than overstatement and holding out any false hopes to the reader. The well-organized science outline is the result of the writer's ability to visualize the readers, to hear them asking, "Why? How is it possible? How does it concern me, my family, my job, my neighbor? Will it make me healthier, wealthier, wiser, happier? What will be the consequences of this discovery on my children's lives?"

The Lead

As in any writing, you avoid generalizations when drafting a lead for a science article. A situation in which the readers can see themselves, or with which they are familiar, serves as the first part of the lead. The fictional part of the lead, or, in science writing, an "effect needing a cause, or a cause implying an effect," carries the readers' interest into the body of the article.

The first paragraphs of your article should be forward-looking–not backward-looking. Use the familiar to explain the unfamiliar.

When writing a technical article for technical readers, follow the same suggestions which apply to the science writer, except avoid using a light opening or a fictional lead. Get right into the subject by using a simple, factual beginning. And of course, it is not necessary to simplify as many technical terms as when writing for the general reader.

Body

Writing the body of the science article does not vary much from any other type of article except that you must keep in mind throughout the article that you must humanize science or technology by showing how the discovery affects the reader's life.

An informal tone adds to reader interest when you write as if you were telling the reader the facts and discussing the subject with him. Make frequent use of anecdotes, hypothetical cases, personal pronouns, and familiar incidents.

Quote authorities frequently to make the reader feel that the facts are authentic.

Only such details should be included as will help make the story more personal, more vivid, and more complete. If you overload the manuscript with too many details–dates, figures, names, minute descriptions of apparatus, and technical terminology beyond the reader's comprehension–you will lose the reader's interest.

Include only significant facts. You must assume that the reader has no previous knowledge of the subject, yet avoid insulting him by defining every term used.

Accuracy

Accuracy is necessary in the science article. Check titles, complete names, initials, positions, locations, facts, and dates. As with any article that you might write, be careful of the "first syndrome"; that is, claiming that this is the first time something happened. If you claim a "first", state the source of your information and ensure that it really is a "first." Re-read the manuscript to avoid overstatement and "talking down" to the readers.

Illustrating the Article

Some of the better science and Navy technical magazines devote up to 40 percent of their publication to illustrations. Pictures, transparencies, graphs, charts, tables, or maps are all effective for translating scientific ideas for science or nonscience readers. (See figures 9-5 and 9-6.) Avoid including illustrations merely for decoration, however.

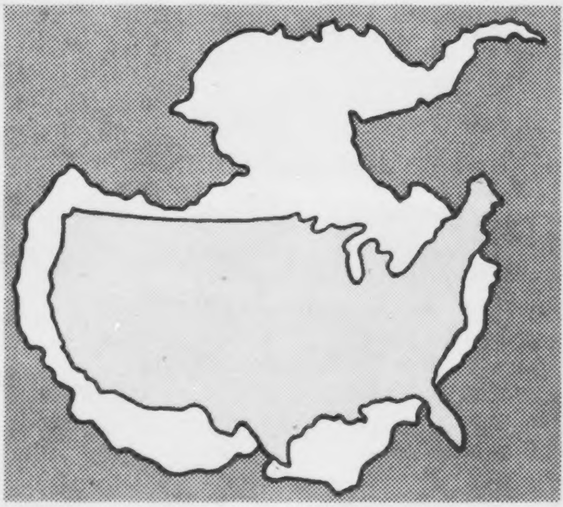

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Figure 9-5.—Here is a graphic illustration which has been used to show the size of Antarctica compared to the US land mass.

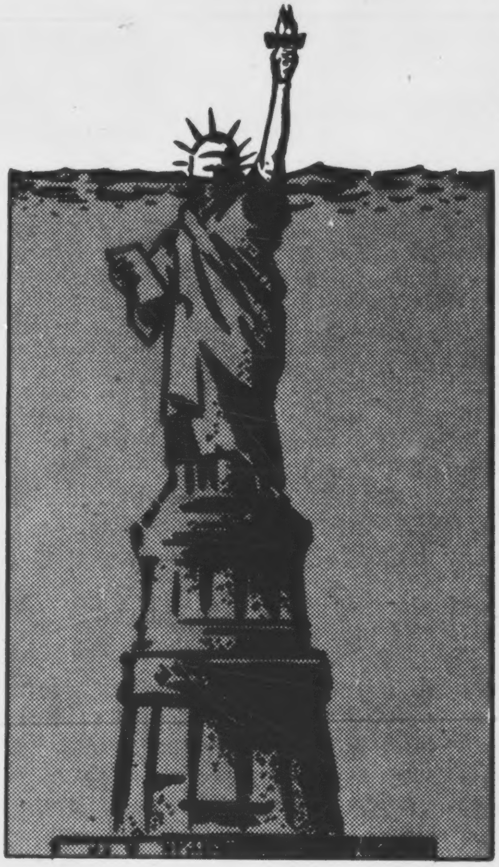

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Figure 9-6.—This is a simple but dramatic illustration showing what would happen to the sea level if all the ice in Antarctica melted.

A review of the photography chapter in *Journalist 3 & 2* and chapter 10 of this manual would be helpful for the novice science writer.

Photography for a science article should be striking, revealing, and dramatic. The photograph of the interviewee has more reader interest if he or she is shown at work rather than sitting at a desk.

EXAMPLES OF SCIENTIFIC ARTICLES

The following three stories deal with the development of a "super-cavitating propeller." Each represents a different approach and style of writing on the same subject. Read the stories carefully and note the discussion on each, analyzing its style and its suitability for the general reader. The articles are not printed in their entirety for the sake of brevity.

NAVY ANNOUNCES BREAKTHROUGH IN SHIP PROPELLER DESIGN

> The design and development of a new-type ship propeller, representing a significant scientific and engineering advance in modern ship propulsion unprecedented in the past 30 years of hydrodynamics accomplishments, has been announced by the Office of Naval Research at a demonstration for the press at the David Taylor Model Basin. This achievement, which arises from recent studies and application of the phenomenon of super-cavitation to ship propulsion, can reasonably be compared in magnitude to the development of jet propulsion for aircraft.
>
> Development of this new "super-cavitating" propeller is the direct result of work done in the field of hydrofoils by Mr. Marshall P. Dulin, currently serving with the Office of Naval Research branch office in London, England. The discovery of these new and highly efficient hydrofoil profiles, or cross sections, as translated to ship propeller design, makes possible for the first time high-speed propulsion through the water at degrees of efficiency comparable to those of the best marine propellers operating at present-day speeds.

* * * * * * *

The above story (not printed in its entirety) is a semitechnical piece. Although it is clear enough to be understood, the writer obviously made no attempt to simplify it for the general reading public. The writing is ponderous and formal. Certain words are almost archaic and are seldom used in modern writing.

The lead is typical of all the paragraphs in the story. It consists of only two sentences, but runs more than 70 words. There are 10 words with four syllables, two words with five syllables, and a hyphenated word with six syllables.

Some phrases used in the article, such as "hydrodynamics accomplishments" and "application of the phenomenon of super-cavitation" are real jawbreakers and would discourage the average reader from reading the story.

The following story (not printed in its entirety) is a news story on the same subject. It is characterized, however, by simplicity and clarity. Technical aspects have been kept to a minimum, because the average reader would not have the background to understand it. The material is also more general, but the story still emphasizes the propeller's advantages, disadvantages, possible uses, and implications.

NEW PROPELLER DEVELOPED BY NAVY MAY REVOLUTIONIZE SEA TRAVEL

> A new ship propeller developed by the Navy is expected to revolutionize sea travel within a few years. The propeller will enable conventional ships to attain speeds up to 80 miles an hour. Submarines and specially designed craft using hydrofoils may achieve speeds up to 200 miles per hour.
>
> The Navy calls its new discovery the "super-cavitating propeller." It takes advantage of "cavitation"–the formation of a vapor pocket which attaches itself to a propeller at high speeds.
>
> Cavitation formerly was an obstacle that prevented high speeds. As the speed of a propeller increased, the vapor pocket became larger.
>
> In time, the vapor pocket becomes so large that it encases the propeller in a

vacuum. This causes the propeller to "run away" as if it were operating out of water.

* * * * * * * *

The third story (not printed in its entirety) is a popular scientific article. It appeared in a trade publication, *Business Week*, and is a refreshing change from the first two stories. Although the writing is slightly above the level of the average reader, the material is presented simply, clearly, and interestingly.

The article contains more detailed explanations than the first two stories. It also presents a more comprehensive picture of the new development with regard to advantages, disadvantages, possible uses and implications.

FAST NEW SPEEDS FOR THE OCEAN

When a new propeller design developed by the Navy gets into use at sea, underwater and hydrofoil craft will be knifing through the ocean at fantastic speeds of 150 to 200 knots (better than 200 statute miles per hour), and more conventional surface vessels will be skimming along at 60 to 70 knots (68 to 80 miles per hour)—almost double present day surface speeds of 30 to 40 knots.

That, at least, is the speed revolution forecast by Navy experts; the new propeller, they say, will make possible an entirely new range of speeds for surface and underwater craft of all sizes.

Only ships designed for such high speeds, in fact, will be able to make use of the new propeller.

It will also bring a revolution in ship design, for the increased speeds will require new hull designs that can withstand the pressures of traveling at such a rapid pace. The new look in ship design may call for bulges rather than the sleek lines associated with speed in today's ocean craft.

The change could be somewhat on the same principle as produced the "coke bottle" design in aircraft—with an indentation along in the middle like the one in the bottle; this boosted aircraft speed substantially, without any increase in power.

* * * * * * * *

The last two stories fully meet the four purposes of popular scientific writing. Both inform the reader of facts he did not know. They interpret the implications of these facts. The two stories explain and simplify complex technology in simple language. They apply the facts in the stories to the life of the reader. Although the facts don't involve the reader personally, they give him a feeling of security. He knows that the new development will improve the Navy, which is preserving the peace he enjoys.

CHAPTER 10

THE PICTURE STORY AND NEWSFILM PHOTOGRAPHY

Journalist 3 & 2 covered the basics of photography, discussed the features and operation of still cameras used in Navy news photography, introduced you to photojournalism, and outlined some of the fundamental requirements for good news pictures. In short, you were taught HOW a good picture is made, and WHAT makes a good news photograph.

The purpose of this chapter is to develop the subject of photojournalism more thoroughly. You will study the methods and techniques used to produce still picture stories (sometimes referred to as photofeatures or photoessays), the fundamentals of motion picture news photography, and the Bell and Howell 16mm silent motion picture camera.

DEVELOPING THE STILL PICTURE STORY

A series of related pictures with a beginning, middle, and ending, united with words, is the most sophisticated form of photojournalism–the picture story.

This form of journalism is used to communicate or to involve the reader in an idea, a theme or a personality. The most important requirement of the picture story is that it be significant.

In the early 1900's Lewis W. Hine was the first to employ the picture story as a journalistic device. His coordinated pictures and captions on child labor, immigrants, and coal miners had a strong influence on legislation designed to correct these social injustices. Since then, the picture story has flourished. Many photojournalists thought that their world had collapsed when *Life* and *Look* folded, but this certainly has not been true. Although some of the glamour and excitement seems to have disappeared, many other outlets exist today. Increasingly, newspapers are being printed by offset, which reduces the cost of reproducing photographs and makes it possible to use more pictures. Also, special interest magazines are flooding the market. They include those of controlled circulation, regional issues, Sunday newspaper magazines, and trade publications.

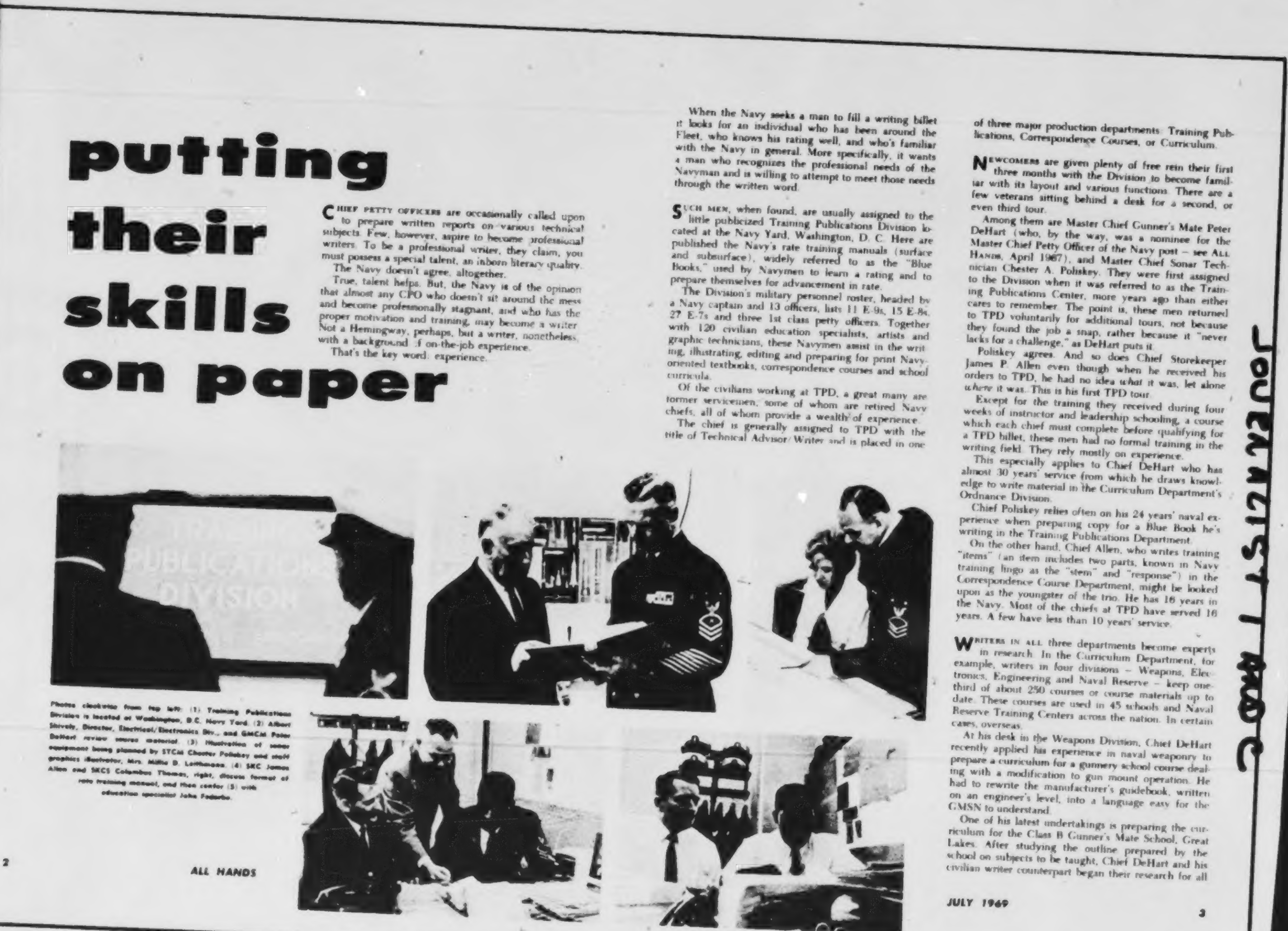
PICTURE STORY CATEGORIES

Picture stories generally fall into categories characterized by placement of EMPHASIS.

One type places the emphasis on WORDS to become an illustrated text. This form of photographic narration uses the picture story within a text story to call attention to the article and to make it visually desirable to the reader. The picture is the eyecatcher and relieves the monotony of the text. The pictures themselves do not necessarily tell the story; the text is the important aspect. (See fig. 10-1.)

The second category places the emphasis on PICTURES. This category consists of two types. The first type is called the Pure Picture Story. (See fig. 10-2.) This is the picture story that requires no captions. It has a brief headline, a word or two with each photograph, or perhaps a general text block. The pictures carry the continuity of the story. A classic example of this would by the story of Edward Steichen in *Life* magazine, called "Family of Man." The pure picture story, using few words, traced the life cycle of man from womb to tomb.

A middle ground between words and pure pictures is the picture-text combination. This


TRAINING PUBLICATIONS DIVISION

putting their skills on paper

Chief petty officers are occasionally called upon to prepare written reports on various technical subjects. Few, however, aspire to become professional writers. To be a professional writer, they claim, you must possess a special talent, an inborn literary quality.

The Navy doesn't agree, altogether.

True, talent helps. But, the Navy is of the opinion that almost any CPO who doesn't sit around the mess and become professionally stagnant, and who has the proper motivation and training, may become a writer. Not a Hemingway, perhaps, but a writer, nonetheless, with a background of on-the-job experience.

That's the key word: experience.

When the Navy seeks a man to fill a writing billet it looks for an individual who has been around the Fleet, who knows his rating well, and who's familiar with the Navy in general. More specifically, it wants a man who recognizes the professional needs of the Navyman and is willing to attempt to meet those needs through the written word.

Such men, when found, are usually assigned to the little publicized Training Publications Division located at the Navy Yard, Washington, D. C. Here are published the Navy's rate training manuals (surface and subsurface), widely referred to as the "Blue Books," used by Navymen to learn a rating and to prepare themselves for advancement in rate.

The Division's military personnel roster, headed by a Navy captain and 13 officers, lists 11 E-9s, 15 E-8s, 27 E-7s and three 1st class petty officers. Together with 120 civilian education specialists, artists and graphic technicians, these Navymen assist in the writing, illustrating, editing and preparing for print Navy-oriented textbooks, correspondence courses and school curricula.

Of the civilians working at TPD, a great many are former servicemen, some of whom are retired Navy chiefs, all of whom provide a wealth of experience.

The chief is generally assigned to TPD with the title of Technical Advisor/Writer and is placed in one of three major production departments: Training Publications, Correspondence Courses, or Curriculum.

Newcomers are given plenty of free rein their first three months with the Division to become familiar with its layout and various functions. There are a few veterans sitting behind a desk for a second, or even third tour.

Among them are Master Chief Gunner's Mate Peter DeHart (who, by the way, was a nominee for the Master Chief Petty Officer of the Navy post – see All Hands, April 1967), and Master Chief Sonar Technician Chester A. Poliskey. They were first assigned to the Division when it was referred to as the Training Publications Center, more years ago than either cares to remember. The point is, these men returned to TPD voluntarily for additional tours, not because they found the job a snap, rather because it "never lacks for a challenge," as DeHart puts it.

Poliskey agrees. And so does Chief Storekeeper James P. Allen even though when he received his orders to TPD, he had no idea *what* it was, let alone *where* it was. This is his first TPD tour.

Except for the training they received during four weeks of instructor and leadership schooling, a course which each chief must complete before qualifying for a TPD billet, these men had no formal training in the writing field. They rely mostly on experience.

This especially applies to Chief DeHart who has almost 30 years' service from which he draws knowledge to write material in the Curriculum Department's Ordnance Division.

Chief Poliskey relies often on his 24 years' naval experience when preparing copy for a Blue Book he's writing in the Training Publications Department.

On the other hand, Chief Allen, who writes training "items" (an item includes two parts, known in Navy training lingo as the "stem" and "response") in the Correspondence Course Department, might be looked upon as the youngster of the trio. He has 16 years in the Navy. Most of the chiefs at TPD have served 16 years. A few have less than 10 years' service.

Writers in all three departments become experts in research. In the Curriculum Department, for example, writers in four divisions – Weapons, Electronics, Engineering and Naval Reserve – keep one-third of about 250 courses or course materials up to date. These courses are used in 45 schools and Naval Reserve Training Centers across the nation. In certain cases, overseas.

At his desk in the Weapons Division, Chief DeHart recently applied his experience in naval weaponry to prepare a curriculum for a gunnery school course dealing with a modification to gun mount operation. He had to rewrite the manufacturer's guidebook, written on an engineer's level, into a language easy for the GMSN to understand.

One of his latest undertakings is preparing the curriculum for the Class B Gunner's Mate School, Great Lakes. After studying the outline prepared by the school on subjects to be taught, Chief DeHart and his civilian writer counterpart began their research for all

Photos clockwise from top left: (1) Training Publications Division is located at Washington, D.C. Navy Yard. (2) Albert Shively, Director, Electrical/Electronics Div., and GMCM Peter DeHart review course material. (3) Illustration of sonar equipment being planned by STCM Chester Poliskey and staff graphics illustrator, Mrs. Millie D. Leithmann. (4) SKC James Allen and SKCS Columbus Thomas, right, discuss format of rate training manual, and then confer (5) with education specialist John Fedorko.

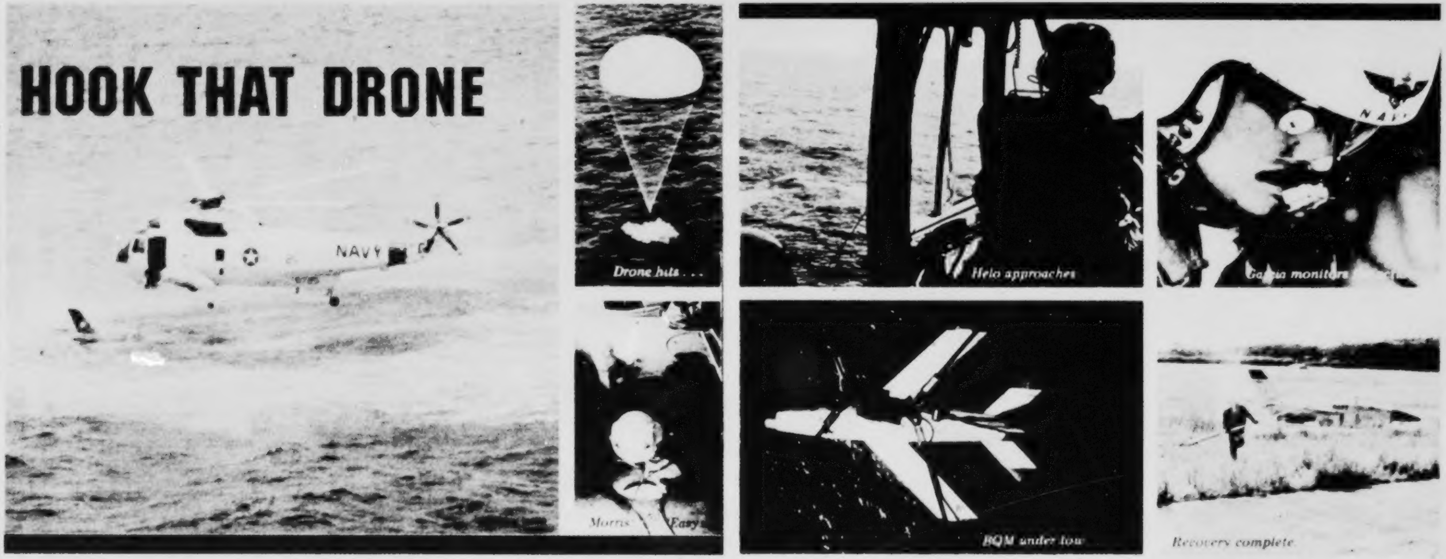
2 ALL HANDS

JULY 1969 3

JOURNALIST 1 & C

Figure 10-1.—This two-page spread shows an example of arranging illustrations and still emphasizing the text.

174.60


HOOK THAT DRONE
NAVY
Drone hits . . .
Helo approaches
Ga ia monitors
Morris
Easy
BQM under tow
Recovery complete

174.61

Figure 10-2.—A pure picture story.

blend constitutes the modern picture magazine's most important contribution to the art of communication. Here, the storytelling is done by related pictures, arranged in some form of continuity. The text in such an article is important, but subordinate to the pictures, and much of it is presented in the form of related captions.

Captions and text help the pictures tell their story with utmost effectiveness and blend with them into an integrated narrative containing as many facts as space permits. Picture-text combinations can be found in abundance in every picture story magazine published, and in most Sunday editions of newspapers.

STAGES OF DEVELOPMENT

Picture stories don't appear in print by accident. They are the result of planning, research, and execution. Development of a good picture story may be separated into the following clearly defined stages:

- Developing the idea
- Researching the topic
- Planning the treatment
- Preparing the script
- The shooting
- Producing the product
- Releasing the package
- Following up

Developing The Idea

Every picture story starts with an idea. This idea forms the foundation upon which the picture story is built. If the idea is good and you support it with competent photography, you have a good chance of developing a professional photofeature. If the idea is poor, no amount of photographic skill or technical perfection will make it better. A picture story can never be better than the idea on which it is based.

Ideas for photo stories on Navy topics are limitless. At sea or ashore, you are surrounded by story possibilities. As a senior JO, you should think of the Navy in terms of useful ideas–story ideas, picture ideas, and picture story ideas.

If you are preparing your photofeature for a particular publication, select some back issues and analyze the features. As you read them, ask yourself: Have I ever experienced a story of this type? And, does my story have significance and appeal? By examining features already published, you will become alert to story situations preferred by the editor. This approach also teaches you to look creatively at your environment with a photofeature in mind. If you concentrate on your personal experiences, you will be able to present your story with confidence.

The photofeature length is determined by you. You may want to include many pictures or only a few, but the number of pictures and copy length should be such that the story is told briefly, yet completely.

Researching The Topic

After you have developed an idea for a photofeature, you are ready to research your subject. Before you start the actual planning and shooting, you need to learn as much as you can about the place, situation, object and/or person involved in the story. The more complicated your story, the more research you will have to do. Without good research, your story may be superficial and even inaccurate.

The amount of time required for this preliminary stage will depend, of course, on whether you already know something about the subject and have only to fill in on particulars, or you know nothing at all about it and have to start from scratch. In any event, research is vital to proper preparation of the material. Knowing the facts behind what you see will make it possible for you to put emphasis in the right place, to subordinate minor aspects which, by their insistence for attention, may appear to be more important than they really are to the story.

Research takes many forms. It may mean reading–books, magazines, newspaper clippings, or historical documents–talking to, or corresponding with people who have the information you need.

Planning The Treatment

The treatment is the arrangement of facts you have collected and type of pictures you will need to adequately convey the theme or purpose you have in mind. Here you plan your pictorial coverage and decide which elements of your story should be presented verbally and which should be presented visually.

Planning the treatment is the most important phase in developing a picture story, yet it is the one phase most commonly neglected. The usual method for an untrained JO planning to cover a picture story is to grab a camera, load it with fresh film, set up and expose his film at the scene, then hope a varied number of angles and poses will illustrate the subject. This hit-or-miss approach is the main reason so many picture stories are rejected by editors. Planning is just as important in developing a picture story as it is in preparing for any other public affairs activity.

Because every picture story is different, it will not be possible to follow the same plans for each assignment. There are, however, certain planning criteria by which all picture story ideas must be judged:

INTEREST.–The first is an interest that transcends spot news, like picture stories that do not depend on a current news peg. One reason for this is that most picture articles require considerable planning and their preparation is a time-consuming process.

IMPACT.–The second essential criterion is picture impact, that "something" which appeals to the eye, catches attention, and holds it.

NARROW SCOPE.–Thirdly, we have narrow scope. Nothing so handicaps the successful execution of a picture story as lack of planning. A single picture story on a small command would be possible, but difficult; on one area of the command, it would be less difficult; on a particular unit, comparatively simple; on one man in a unit, easy.

FOCUSING ON PEOPLE.–Whatever the story, chances are it can be made more interesting if it is told in terms of people doing things. It is possible, of course, to focus on an inanimate object, such as a small craft. But any readership test ever made will demonstrate that the story will have more readers, and more interested readers, if there are people in the story.

UNIVERSAL APPEAL.–The final criterion is universality. For commercial newspapers and magazines, it is necessary that picture stories be based on ideas which reflect the experiences and feeling of large groups of people. (However, there are special interest media, such as *Popular Science* magazine, which have special requirements of limited scope.)

Preparing The Script

A detailed shooting script is essential in developing a good picture story. Start by reading all the information you have collected on a particular subject, then note those points which can be illustrated or interpreted with the camera. The script should contain a comprehensive listing of every photo to be taken, including camera angles, poses, distances, points of focus, accessories to be used, and similar helpful information. It is not necessary to list the photos in the sequence in which they are to be used in the layout, only in the sequence in which they may conveniently be photographed.

Some scripts are verbal descriptions of the pictures you want. Other scripts are prepared in storyboard form. In the storyboard organization each picture is sketched on a separate index card to indicate its contents, angle of view, and emphasis. Each card should explain pertinent data, such as time of day, location, people involved, and props required.

Other scripts even include plans for a general layout in order to assist the photographer in planning his shots for placement on right-hand or left-hand pages. (Knowing whether a shot will be reproduced large or small helps the photographer decide how much detail he should include.)

Don't regard the script as a formidable piece of writing. It is meant to be a kind of blueprint for taking the guesswork out of picture-taking. Even though you may take some of your pictures "off the cuff," your photofeature requires intelligent planning. Some photographers say that a visual plan is restrictive. This is not true if you properly prepare and use a visual plan. Such a plan is not intended to limit your shooting. Rather, it indicates which pictures you MUST include to present a complete story and to achieve proper emphasis.

Opportunities for additional pictures may present themselves on location. You should, of course, shoot these pictures in addition to those called for in the script. But be sure to handle them is a style that is consistent with the rest of the pictures. There is always the possibility that unexpected events will provide highlights and human interest elements for your story.

As you can see, a shooting script not only tells you when and where to take the pictures, but also how to shoot the job. It enables you to embark on a picture-taking assignment with the full confidence that you know what has to be done and that you have the right photographic equipment to do it. The time spent in preparing the script will be compensated by the time and possible confusion you will save at the scene when the pictures are taken.

The Shooting

The fundamental elements of good photo-journalism–composition, action, and timing–are discussed in *Journalist 3 & 2.* Review these elements before embarking on your story assignment. If you are a competent photographer, the actual shooting of sequences in your picture story should cause no unusual problems. The only decision you will have to make on the scene will involve exposure calculations and camera operation (both of which are discussed in *JO 3 & 2*).

One problem worth mentioning, however, is that it will not always be easy to capture those abstract qualities in a picture that you may have envisioned when the shooting script was prepared. Visual interpretation of an abstract idea with film is difficult, if not impossible, to achieve at times. Emotions and moods may be recorded on film only through skill, perseverance, and complete cooperation between the subject and the photographer. Sometimes the emotion or mood may linger only a fraction of a moment. You must be prepared to trip your shutter at the precise moment the action takes place.

Although there are no exact methods or techniques in using your shooting script, there are a few general points to keep in mind:

Visit the location in advance and investigate picture-taking possibilities, photographic limitations, and other factors which will have a bearing on shooting the story.

Make necessary appointments and arrangements for shooting the job. Set up a shooting schedule and notify everyone involved.

Check photographic equipment to be used. Make sure the camera operates properly and you have all necessary accessories to do a competent job. These include a tripod, extension flash units, filters, exposure meter, and different lenses.

Concentrate on just one person or object in the scene.

Have the person do things that he/she would normally do in a place where the action would ordinarily occur.

Strive for closeups. Don't be afraid to move in on the subject. Moving in close to the subject will emphasize the main action and eliminate unnecessary surrounding areas. It is better to fill the entire negative area with a closeup view instead of planning to use the enlarger to bring it out.

Producing the Product

The darkroom techniques of producing good prints suitable for reproduction in newspapers and magazines are also discussed in *Journalist 3 & 2.*

In general, prints intended for release should be 8 x 10, single-weight glossy. Widescale adoption of the Scanagraver system, however, has led many publications to prefer 5 x 7 prints. When used horizontally, a 5 x 7 makes a three-column cut. Used vertically, it makes a two-column cut. (The Fairchild Scanagraver reproduces 1:1 ratio only.)

Prints should have normal contrast and tend a little towards the light or grey side (full range of tones for offset printing). Important halftones in the picture must be clearly separated so they will not blend in with each other or become lost altogether in reproduction.

Determining exact media requirements, however, is an entirely different matter. It is your responsibility to determine what these requirements are, preferably in the planning stage of your picture story. Some of the facts that should be taken into consideration are the size, number, and quality of prints required; distribution potential; media deadlines; production facilities of the photolab; and the approach to be used in the illustrations, text and captions. Whenever possible, picture stories, like magazine articles, should be slanted towards the particular needs of individual publications.

Releasing the Package

Procedures for releasing pictorial matter, both still and motion picture, are outlined in the *PA Regs*, as well as the *Manual of Naval Photography*. Review this information whenever you have something noteworthy to release in the way of pictures, especially material which may have national interest or significance, or may involve security clearance.

Following Up

When an editor accepts your picture story for publication, it's his way of telling you that you did a professionally competent job.

You can learn a lot from the way your picture story is presented in print. Which pictures were used? Which ones weren't? How were they cropped? Was any picture enlarged more than the others? Which picture was used to serve as the focal point for the layout? What information was excluded or included in the caption? Was the story (text) rewritten to give it a different slant? How many different publications used the spread? The answers to these questions will give you many valuable tips on how to improve your next picture story.

ESTABLISHING CONTINUITY

Picture story continuity is that "something" which makes the story hang together, which makes a cohesive, continuous whole of the words and pictures. Analysis of successful picture stories to learn what holds them together reveals six commonly used types of continuities:

- Simple Continuity
- Narrative Chronology
- Repeated Identity
- How-To
- Parallel or Contrast
- Development of a Theme

Simple Continuity

A simple continuity format is used when you have a group of pictures on the same subject that do not naturally fall into one of the other types of order. In other words, the pictures have no starting point and no conclusion. A family photo album is a good example of the use of this type of continuity. The pictures themselves are generally unrelated, but they are held together by their common subject matter.

For example, suppose you were preparing a picture story of the journalist training offered at DINFOS. Individual pictures in the story might show:

- Two students conducting a tape recorded interview in the radio studio.

- A student setting Fototype headlines for the front page of his photo-offset paper.

- As instructor pointing out the parts of a camera to a small group of students gathered around him.

- A student, with pencil and paper in hand, interviewing a foreign officer.

- A general classroom scene showing an instructor using the chalkboard with students in their seats.

- A student struggling under the weight of an armful of books issued to him the first day for use during the 10-week course of instruction.

- A group of students viewing the rotary presses during a field trip to a local newspaper.

Each photo in this picture story will feature a different pose, a different scene, and different students, but the common denominator of all the photos would be JO training. The photos would have no starting point or conclusion, but continuity would be established by the fact that they deal with the same general subject matter.

Narrative Chronology

Unlike the simple continuity, the narrative chronology is presented with a definite time sequence in mind. It has a definite beginning, suspense, and dramatic conclusion. Each picture is closely related to the one which follows, and cannot be taken out of sequence. The last picture serves as the climax, which should be startling or unusual.

In the narrative chronology there is usually a lead or key picture that combines as many elements of the basic ideas as can be used in one dramatic, storytelling, well-composed photograph. The key picture should be able to stand by itself, given a half-page or a full-page layout.

An example of a picture story using a narrative chronology might begin with a scene showing a plane returning to its carrier with a bomb hanging precariously from its bomb rack. As the plane lands, the bomb breaks loose, then skitters across the flight deck toward some parked aircraft. As the bomb comes to a stop, two ordnancemen quickly grab it and throw it over the side. The final picture shows the bomb exploding in the water, spraying seawater as high as the flight deck and in the direction of the ordnancemen, who are shielding their faces with their arms.

Repeated Identity

This is possibly the most important of the continuity types, and usually the most frequently used in publications today. In its basic form, it involves the repeated use of the same person (repeated identity) in every scene in the picture story. For example, if you wanted to develop a picture story on Navy recruit training, the easiest way of doing it would be to select a typical recruit and follow him through a day of training from reveille to taps. The same recruit would be in every picture, but every picture would show a different scene and action.

Not only persons, but objects, scenes, moods, and situations may be used successfully in repeated identity continuities. The basic technique is the same as when a person is used in picture after picture. Ingenuity is necessary to make the presentation interesting and effective.

How-To

The how-to continuity employs a time sequence of pictures showing step-by-step procedures for doing something. This technique is used to show how to make everything from an eye splice in a piece of line to building your own boat. It is commonly used in how-to articles dealing with carpentry, hobbies, homemaking, cooking, building, sewing, and sports, such as bowling and golf.

Parallel or Contrast

The parallel or contrast continuity usually employs the "do and don't," "right and wrong," or "before and after" approach in its presentation of pictures in the story. It is frequently used to present two divergent points of view or to emphasize one side of a situation over another. The "do and don't" approach, for example, might be employed in a picture story on safety. The "right and wrong" techniques can be used effectively in a feature on military courtesy. The "before and after" approach, of course, is most commonly used in picture stories dealing with progress.

Development of a Theme

Most picture stories have a theme—that is, they present an argument or idea with pictures that are logically related to each other. Whenever possible, picture stories should feature a theme that directly or indirectly reflects or supports one or more of the Navy's public affairs missions and objectives. For example, if you decided to prepare a picture story on the Navy Relief Society for use in your command newspaper, all the pictures might support the theme of "the Navy takes care of its own." Each picture might show a phase of Navy Relief activity that emphasizes work performed by the Society to help the Navy family.

CONTINUITIES OVERLAP

Obviously, there is overlapping among the continuities. Two or more of the six types frequently used can be found in the same picture story. In fact, most successful picture stories result from combinations of continuities. It must be emphasized that picture stories are seldom restricted to any one form. A picture story on recruit training, for example, may employ a picture-text format using narrative and repeated identity with a theme. As a senior JO, you should study pictures stories used in newspapers and magazines so that you may be able to determine the best format and technique to use in any situation when an idea for a picture story on a Navy subject presents itself.

NEWSFILM PHOTOGRAPHY

Television has revolutionized the news-dissemination industry and is now firmly established as the primary source of information for the majority of Americans. There is ample reason to believe the impact of television will increase. For instance, development of a home video tape recorder will allow the user to preserve programs that are of particular interest. Also, highly compact lightweight cameras will greatly increase the mobility of television cameramen, so that they will be able to move almost as freely as today's newspaper photographers with their mini-cameras.

Most Navy public affairs staffs can look for increased involvement with the television industry. The new mobility of television crews, combined with the industry's increased editorial aggressiveness, will mean that when a news story breaks, live television coverage may become probable at commands where any TV coverage at all was once unlikely.

Although the job may be more complex, the JO will have better tools with which to work. New equipment will increase the feasibility of PA staffs producing video-taped features and news releases for TV.

Newsfilm (formerly newsreel) photography has evolved from the weekly news summary, to be viewed by a small percentage of the public at their local theaters, to coverage that is only a few hours old, brought directly into the living room of the majority of American homes.

It is important that senior Journalists recognize the challenge of the time, and not let motion pictures—as frequently used by television—become a neglected medium through lack of familiarity with techniques. Motion pictures are not just another way to communicate. They have a certain magic that adds a great deal to the explanation or coverage of a news event.

It is not our purpose here to make you a motion picture cameraman in the technical sense of the word. We have professional cameramen (PH's) to operate motion picture cameras and process their product. However, you need a good working knowledge of the subject, because, as a senior JO, you must know how to coordinate motion picture news coverage of major events. You are also required to prepare shooting scripts for motion picture coverage of news as well as be familiar with the fundamentals of scripting film for TV use. In other words, our purpose is to prepare you to work with a Navy Photographer as a team in the production of newsfilm for TV use. The PH provides the technical expertise in obtaining and processing good newsfilm. You take care of other particulars such as preparing the shooting script, recording the facts at the scene of the news event, assisting photolab personnel in the editing of the processed film, preparing a narration or script for the edited product, and making sure it meets the TV station's deadline.

HISTORY OF DEVELOPMENT

Motion pictures, as we know them today, are relatively new. History reveals that the illusion of motion goes back to the days of

Pharoah, some 3,000 years ago, when statues were placed between massive columns. These statues, as they progressed from the first to the last, were carved so that one arm was progressively raised from the side, up to a full salute, and then back down to the side position. Pharoah, riding past, was able to see an illusion of motion that appeared to be the statue's salute to him. The number of statues used is not known today, but some of the columns still stand.

Few people realize that as far back as 1833, men were striving to create something mechanical that would tell a story by projecting moving images. At this time. W. G. Horner invented the zoestrope or what he called the "Wheel of Life." This gave the first illusion of motion from drawings. The device was a revolving drum with slots along its outer edge. Drawings were designed to show the different phases of the subject's action and were placed inside the drum opposite the slots. By rotating the drum and viewing through these slots, the drawings merged into an illusion of motion.

In 1878, Edward J. Muybridge was credited with the first analysis of motion, photographically. Muybridge set up 24 wet plate cameras along a racetrack with strings attached and stretched across the track. A horse running down the track, breaking each string, produced 24 consecutive photographs. The results were then shown on an improved model of the zoestrope.

George Eastman, founder of the Eastman Kodak Company, and Reverend H. Goodwin, each working independently, conceived the idea of a light sensitive emulsion on a thin flexible transparent celluloid. This was the first "ribbon of film." This event took place in 1888, and one year later Eastman began to manufacture rollfilm for Eastman Kodaks.

A large number of men, too numerous to list here, were working on a machine to reproduce motion. Such men as Edward Muybridge and Thomas Edison of the United States, and the Lumiere brothers of France, spent hours attempting to overcome the challenge of motion reproduction.

The major obstacle that had to be overcome was the PERSISTENCE OF VISION. The optic-nervous system of the human retina allows human beings as well as most living creatures to see motion. Actually, this optic-nervous system allows an image to be retained for a fraction of a second after the eye has been closed and the image shut off. This retaining power is known as persistence of vision. This persistence of the eye, in behaving like the shutter of a camera, has been mechanically measured (as closely as possible) at a fiftieth part of a second.

Taking this factor into consideration and striving to create a mechanism that would match this persistence of vision, Thomas Edison, in 1895, produced a machine called a Kinetoscope. This machine reproduced photographically to the viewer what had previously been recorded on the film by a camera. George Eastman made the film for Edison; and though Edison is referred to as the founder of motion pictures, he is not credited with inventing the camera. His machine for taking the pictures was called the Kinetographic. The Lumiere brothers in France purchased an Edison Kinetoscope and developed their own camera, calling it the Cinematograph. Their improvements made it possible to photograph, print, and project motion pictures.

Credit for the United States invention of the projector goes to Thomas Armat. Edison needed the new projector Armat had designed for his films, so Edison marketed the Armat projector and called it the Vitascope.

PRINCIPLE OF MOTION

Let us once again go back to the illusion of motion. As we found earlier, motion pictures are an illusion of motion, which is possible because of persistence of vision. This persistence of vision is a common eyesight characteristic, a split-second lag in the optical-nervous reaction which permits a visual image to be retained for a brief instant after the image has disappeared. For example, if you look at a bright light and suddenly drop an opaque shutter over it, the actual light is cut off; however, your eye and brain retain the image for a brief instant. In motion pictures, a series of still pictures, each slightly different from the preceding one, is projected in rapid succession; each frame (picture) is viewed individually with a black interval between. Your persistence of vision carries the visual image through the black interval and merges the pictures (or rather their images) together, thereby creating the illusion of motion.

BASIC CAMERA

A motion picture camera is a mechanical device capable of photographing action in a rapid succession of pictures on a ribbon of film. All motion picture cameras have the following four basic parts:

- A light-tight compartment
- A lens or lenses
- A shutter
- A film holder or focal plane

These parts are primarily the same as in still cameras, with the exception of the shutter. The shutter, in most motion picture cameras, is of the focal plane type, called a rotary disk shutter. It has a segment cut out giving a light cycle and a dark cycle. Exposure is made during the light cycle, and the film is advanced during the dark cycle. (See fig. 10-3.) Film comes in three sizes: 8-, 16-, and 35-millimeter. The 8-millimeter size is seldom, if ever, used for television. A notable exception: if a very important news event, such as the Kennedy assassination, is available only on 8-millimeter film, then it is obvious that it could be used.

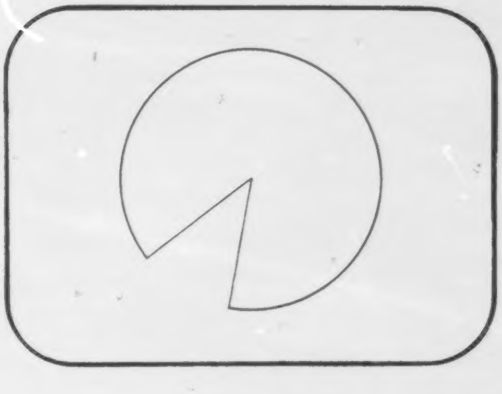


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Figure 10-3.–Graphic representation of rotary disk shutter showing a single shutter degree opening.

Two additional features of the motion picture camera are the film drive mechanism and the intermittent action. The film drive mechanism transports the film continuously from a supply spool (unexposed film) to a takeup spool (exposed film) by means of toothed drive sprockets. Drive sprockets engage the film perforations along the edges to engage the sprocket teeth. These sprocket teeth are often called pulldown claws. These claws are similar to those in projectors.

The second feature, intermittent action, can also be called the stop and go action. This action is created by a mechanism that advances film one frame at a time at the film gate. In cameras, this is accomplished by the pulldown claws that intermittently engage the film by means of the perforation and pull the film down one frame at a time, disengage from the perforations, and move up to repeat the operation.

During this operation, individual exposures are made when the film is held in place by a pressure plate. Some cameras also have registration pins to further aid in the correct alinement of the film during exposure. Each picture area in a motion picture camera is referred to as a frame, and the speed at which the camera is operated is spoken of as frames per second (fps).

Portrayal of all normal action is obtained on the screen when the camera-taking speed and the rate of projection are the same. The standard taking and projection speeds are 24 fps. It is possible and sometimes necessary to take motion pictures slower or faster than 24 fps. This is done when it is desirable to either slow down or speed up the motion on the screen. To portray a subject in slow motion, the cameraman must shoot the subject action at speeds faster than 24 fps, and project the film normally. To speed up action, the subject is photographed at a slower speed than 24 fps and projected normally.

All fps changes in subject action on the screen should be done with the camera and not in the projection of the motion picture.

Camera speeds in the thousands of frames per second are used at test centers to measure the fall of liquids, the speed of objects in flight, or the area covered by a bursting bomb. When these films are projected at normal speed (24 fps), the viewer can study each detail of subject matter and obtain accurate data from this study.

During one cycle of operation of a motion picture camera, the following action takes place: First, the film is advanced by the film drive mechanism sprockets; then the pulldown claw or shuttle advances the film one frame at a time. The film is now stopped momentarily while the shutter revolves once, thereby making the exposure. This cycle is repeated 24 times within each second. Because the film is moving intermittently, it becomes necessary to have surplus film in the proper places. As the film is constantly fed into the camera as well as being wound upon the takeup spool (stopping also to be exposed), it must not shorten or tighten too much or the film will break.

The possibility of film breaking or being torn is overcome by having a film loop before and another after the film gate to absorb the shock of the intermittent action.

EXPOSURE CALCULATION

Before you can understand exposure calculation for your motion pictures, you must thoroughly understand the nature of light, lens characteristics, and the photoelectric exposure meter. It is assumed that you are familiar with the fundamentals of exposure calculation for a still camera. (For a review of this subject see chapter 12 of *JO 3 & 2*.) Basically, the variations of a motion picture camera are the same as the still camera.

When computing exposure with a movie camera, the following factors must be taken into account: f/stop (which controls the amount of light reaching the film and is the same as in a still camera), the shutter degree opening, and the frames per second. In order to use a standard exposure meter, you must compute a formula to find the equivalent still camera shutter speed for a movie camera at a particular shutter degree opening and fps.

The formula is: the degrees of a circle x fps, divided by the shutter degree opening equals the equivalent shutter speed in fractions of a second. For example:

$$\frac{360^\circ \times 24}{204^\circ} = \text{Equivalent Shutter Speed}$$

$$\frac{8640}{204} = 42.3 = 1/42 \text{ of a second}$$

If you have a camera with a shutter degree opening of 204 degrees and are filming at normal speed (24 fps), the equivalent shutter speed is 1/42 of a second. Now all you have to do is look opposite 1/40th of a second (the closest "whole" number) on your exposure meter and the proper f/stop for existing light will be given.

PROJECTION PRINCIPLES

What happens in a motion picture projector? A great deal takes place, but basically it reverses what the camera has done. The camera has recorded the action; now the projector is used to return the subject's action to a screen. The film ribbon of still pictures, each slightly different, is transported through the projector. Each frame stops momentarily at the aperture. A beam of light is transmitted through the frame to the screen. This beam must be interrupted to produce apparent motion. Between the frame and the lens is a rotary shutter, which has two open and two closed sections. As each frame remains motionless for a fraction of a second in the film gate, the shutter revolves once. Two screen images of each frame are projected to the screen by the projection lens, giving 48 flashes of light per second at a projection speed of 24 fps. This is well within the limits of vision.

The sound track is recorded along one edge of the film. A beam of light strikes the sound track, and a photoelectric cell picks up varying light intensities as they are transmitted through the sound track. The photoelectric cell produces varying electrical impulses which pass through the amplifier. The amplifier builds up these electrical impulses for the speakers where actual sound waves are reproduced.

The basic parts of all motion picture sound projectors are the same. All have a body or frame, film supply and takeup spaces, intermittent drive mechanism, rotary shutter, film drive mechanism, projection light source, projection lens, sound reproducing system, and various switches and controls. Some have the amplifier system built in with the projector body, while others have separate units. The speakers are generally separate and are placed near the screen. Various power leads, speaker leads, microphone connections, and so forth, make up the complete outfit.

TERMINOLOGY

Some of the most common terms used in motion picture photography are as follows:

ANGLES, CAMERA.–Subject height in relation to camera height.

APERTURE.–Opening in the film channel which permits and limits the size of the image formed on the film by the lens.

BACK LIGHTING.–Key light that falls on the back of the subject. Significance of back lighting is that it provides depth and makes the subject "pop out."

BASE.–Transparent ribbon on which the emulsion is coated to make a motion picture film.

CINCHING.–Abrading and damaging coils of film on a reel by pulling the loose end while holding the reel stationary.

CINEMATROGRAPHY.–The art of taking motion pictures.

CLAW.–Hooked member of the pulldown mechanism which engages the film perforations.

CLOSEUP.–Picture made with the camera close to the subject to show detail in the subject.

CONTINUITY.–The plan and order of shots in a motion picture.

EDITING.–Cutting apart, rearranging, and splicing movie scenes to secure proper order and scene length.

FILM VIEWER.–A device for viewing the film during the editing.

FLAT LIGHTING.–Illumination that comes directly from the camera position.

FRAME.–A single still photograph in motion picture film.

HARD LIGHTING.–Illumination which produces sharp, deep shadows on the subject.

INTERMITTENT MOVEMENT.–Mechanism in a camera or projector which causes the film to move past the aperture one frame at a time instead of in a continuous flow.

LEADER.–Film supplied at the beginning and end of a roll of film to facilitate threading cameras and projectors and to protect the usable film from damage.

LONG FOCUS LENS.–Lens of a long focal length used to secure a telephoto effect.

LONG SHOT.–Distant and full view of the subject.

LOOP.–Slack portion of the film between sprockets and aperture which absorbs the shock of the intermittent movement imparted by the pulldown claws.

MAGAZINE CAMERA.–A camera which accepts film already loaded in a special chamber to eliminate threading.

MEDIUM SHOT.–A picture taken at a medium distance from the subject; always between the long shot and the closeup. Also referred to as a transition shot.

PARALLAX.–Amount of offset between the lens axis and the viewfinder line of sight.

RAW FILM.–Unexposed and undeveloped motion picture film.

REVERSAL FILM.–Film which is processed first to a negative and then, by controlled reexposure and redevelopment, changed into a positive.

SEQUENCE.–Short series of scenes related to each other and one theme.

SPLICE.–Joint where two sections of film are fastened together by overlapping and cementing.

SPOT.–Commercial format film, usually in 60-, 30-, or 10-second length, designated for TV broadcast.

TRAILER.–A short film added to the end of a feature.

MOTION PICTURE COVERAGE

Good newsfilm reporting is the combined result of shooting sufficient footage of the subject and using accepted motion picture techniques. Where do you start with regard to proper techniques? Start by learning all there is to know about what is required to properly cover an assignment and then apply it. First of all, consider the word "scene." What is it? In motion picture photography, a scene is a single motion picture composition or view consisting of several frames of film. Sometimes a scene is also referred to as being a SHOT. Regardless of what it is called, the end result is the same.

What determines the length of a scene? This is entirely dependent upon the importance of the subject, the action, or the tempo (speed) desired. Usually a scene is determined by starting and stopping the camera.

Shoot to make the movie pleasing to the audience. Long scenes tend to be boring and slow the tempo. Short scenes, but long enough for the audience to grasp the idea, tend to enliven the interest and quicken the tempo. The protective footage that is normally desired on each scene to assure sufficient footage for editing is 10 percent. It is easier to cut out what is not desired than not to have it available.

In scene requirements, the subject should be composed pleasantly, attention should be given to motion picture techniques, and again, sufficient footage shot to enable the editor to properly present the subject to the audience.

Another important item in making a good motion picture is sequence. Sequence as applied to movies is nothing more than a series of related scenes or shots. This is the most effective manner in which to clearly present a subject in motion pictures. The basic sequence consists of a long shot, medium shot, and a closeup. These terms are abbreviated as LS, MS, and CU. These shots are usually presented in this order in a movie; however, this is not ironclad. The idea is to do with the camera what one does with his eyes. The LS establishes the location and shows where. The MS is a nearer or inbetween view for definitely identifying the subject and tells who. The CU is a detailed view of the subject and shows what or why.

Variations of the basic sequence are sometimes used for special effects. In all motion pictures, a new sequence is shot each time a new action or subject is introduced. The audience wants to know where, who, what, and why.

As the CU shows the most important part of the subject, the LS and MS are used to bring the audience smoothly into the CU shot. Image size of the CU determines the camera distance for the LS and the MS when using the same lens. In other words, the whole sequence is shot to build up the closeup.

Think in terms of a production. A production is a combination of related sequences. A good production is one that tells a story in an interesting, logical, and coherent manner without any distracting photographic or technical defects. The result of sequence coverage is that a story has been told. Again, remember, the LS tells where, the MS tells who, and the CU tells what or why. The audience sees and understands the subject; their attention is focused directly on the subject, and sequence coverage has built interest due to scene variation.

Thus, to tell a story with a scene or shot, go into a sequence, then branch out to a production. This accepted technique builds continuity. A book is read from beginning to end. A story in pictures should be told the same way. By using continuity, the story is placed in pictures in their logical arrangement of scenes and sequences in the production. This insures complete coverage and footage.

CONTINUITY

Motion picture continuity is the development of a story through arrangement and connection of the scenes. A motion picture story, like any other, has a beginning, a body, and an ending, and no story is complete without all three. Good continuity consists of a well planned arrangement of the individual scenes so that one leads naturally into another and altogether they tell the story effectively.

Careful planning is always necessary to achieve good continuity, and this is just as true in producing a newsfilm as in making any other motion picture. This does not mean that a completely finished script is necessary for the newsfilm story, but you should have at least an outline before shooting. In making the plan, start from the beginning and add each fact in its logical place, explaining clearly with the camera until all facts have been presented.

If the film leaves the audience consciously (or unconsciously) asking a question, it is not complete and does not have good continuity. Any point which must be extensively detailed by narration shows poor planning and poor continuity.

The actual shooting of the story is likely, of course, not to be the smooth, unbroken stream that you are striving for in the finished product. More than one photographer may be shooting scenes that will become one film, and much editing is likely to take place. If the shots taken are to fit together in good continuity, the principles described in the following sections must be understood and carefully applied.

Screen Direction

Screen direction may be defined as the direction on the screen in which the subject moves or indicates motion. It is necessary to have logical and consistent screen direction to tell a smooth flowing story. If a ship is moving from left to right on the screen, the audience immediately identifies the destination of that ship as being towards the right side. The ship should continue from left to right in all shots and scenes until a change in its course can be shown. To have a series of scenes cut together in which the screen direction of the ship reverses without explanation confuses the viewers and leaves them wondering whether the ship is going or coming.

A subject may have screen direction even though it does not move. A pointing pistol indicates screen direction by its muzzle placement. This is true of any subject that has a front and rear or moves either forward or backward. The front always suggests forward screen direction. If a pistol, car, aircraft, camera, or any other object is photographed, the subject should point in the same screen direction in all scenes unless its direction is changed by the picture and the audience is satisfied that a change has been made.

Screen direction may also be changed by use of neutral shots such as head-on and tail-away photography. A change of direction may also be accomplished by deception (suggesting change). This may be done with a sign, moving wheels, a compass showing a course change, or any logical action related to the subject. The technique of showing the subject actually turning or changing course is the best method to use.

Proper planning can help the photographer control screen direction. In filming a parade or presentation, all shots should be taken from the same side of the event. If two photographers are filming a parade from opposite sides of the street, the parade will move from left to right to one photographer; from right to left to the other. If the footage shot by each is combined into a motion picture, the screen direction changes 180 degrees between scenes or shots. Continuity of direction has suffered and the audience left confused, wondering if the parade ever reached its destination.

Operlapping and Matching Action

Scenes that are used together must match. Action must appear to flow smoothly from one scene to the other. Neither the center of interest nor the angle changes must be so extreme that it becomes difficult for the audience to reestablish itself. All the details in the scene at the cut must be the same on both shots, before and after the cut.

Matching action is usually accomplished in motion pictures by shooting overlap footage. This consists of duplicating action on the end of the scene by reshooting it at the beginning of the next scene so that the action overlaps. In editing, the action is matched frame for frame between the two shots, and then spliced so that the new scene begins in the same position as in the last frame of the preceding scene. In the shooting of uncontrolled action, it is impossible to do this with one camera, but with two cameras photographing from different angles it may be accomplished.

The center of interest must be matched at the cut. If this is not done, the audience has to look around the screen to find the action, and misses some of the action that has taken place. This is particularly important in shots in which fast action is taking place and also in medium shots of all kinds.

All details in one scene must be matched in the next scene. Objects appearing on tables from out of nowhere and clocks changing time are the most common violaters of this rule. These details are very noticeable to the audience.

Cut-Ins and Cutaways

Cut-ins and cutaways are scenes shot for insertion into the main action when the film is edited. They are related to the main action, and they may or may not take place at the same time. They are frequently in newsfilm to fill gaps between scenes that are not matched, or they may be used to show an interesting sidelight on the main story. They can also account for a lapse of time or help to build up a specific atmosphere.

For example, imagine seeing the Army-Navy football game without shots of the crowd, cadets cheering, bands playing, or half-time pageantry. All these scenes cut away from the football game itself and show action related to the contest.

Cutaways smooth out the continuity so well that the audience does not realize that some of the action which has taken place in the field has been cut from the film.

An example of a cut-in is a close-up of one player, such as of the kicker's foot when he kicks the ball. This could have been shot at any time. However, by inserting it in the film at a point where an important kick takes place, the drama of the film is heightened.

PANNING

It is a natural impulse to move a movie camera. Curb that impulse. As a rule, it is the SUBJECT that is supposed to move, NOT THE CAMERA. However, some exceptions must be allowed. There are times when it is necessary to follow a moving object or to include all of a large object or area. This is called panoramic shooting, or panning.

Correctly following a moving subject with a camera demands a few considerations. In following a plane in flight for instance, it is important to lead the subject so it does not fall out of the frame. Correct balance can be maintained by keeping the subject about one-third of the way into the frame. This allows it two-thirds of the picture area in which to move.

Also avoid getting too far behind the subject, and then attempting to bring it back quickly to the center of the frame. The subject will appear on the screen to be going alternately forward and backward.

If a fast plane is passing so close that you would practically have to "swish" the camera to follow it, don't waste your film. Also, if you are aboard a boat or car going in the opposite direction of that in which the subject is moving, you will have to be a considerable distance away to get a passably smooth picture.

In photographing a static scene, where there is no movement in or out of the frame, panning is rarely justified. An exception would be photographing a subject of epic dimension such as New York Harbor or Grand Canyon. This type of scene lends itself to slow panning.

Panning would also be appropriate to show the intricate relationship of the parts of an industrial plant assembly line. In such a case, however, moving objects, or workers, would probably offer a chance to pan by following their action, which is always more desirable than panning on the static object.

The physical elements of a good pan are steadiness, evenness, and slowness. A pan is usually made from left to right. In photographing tall objects, it is usual to start at the bottom, tilting up to the top. (Panning is confined to the horizontal plane. Tilting is movement of the camera in the vertical plane.)

Move the camera very slowly–the slower the better. This is especially important when a long focal length lens is used. Since the lens is magnifying the image and narrowing the field, normal camera movement across the field will produce a jumpy sequence in projection. Fast panning is desirable for only one purpose; that is, in making a "swish pan." The image is deliberately blurred. This stunt is used as a means of shifting attention from one scene to another. If used effectively, it sometimes can increase the interest of certain films.

Always start and end a panning sequence with a still shot. Hold the camera still for a few seconds, pan, then hold the camera still again before stopping the exposure.

Avoid panning whenever possible. Remember that in most situations, a series of short scenes with the camera motionless will produce better results than panning.

COMPOSITION

The art of composition was fully discussed in chapter 14 of *Journalist 3 & 2*. While this discussion dealt mainly with still photography, everything that was detailed there holds equally true with motion picture photography. However, it must be remembered that in motion picture photography, continuity of composition must be consistent in the different scenes within a sequence in order to keep the audience oriented and interested. Also, since the subject moves about, composition can change and the photographer must be alert to compose the overall scene so that it is compatible with the other photography. Detailed planning in advance is a great help in solving many of the problems encountered in motion picture composition.

Composition is the blending of all the component parts of a scene so that they form a harmonious whole. The actual balance of composition is affected by the action, placement, size, and illumination of the objects in a scene. Composition is largely a sense of feeling. There is no reason why you cannot educate yourself in this feeling, provided you have the desire and are willing to put some sincere effort into practical application.

Division of Picture Space

Your first problem is where to put objects in a picture. A helpful rule–never divide in halves or quarters as shown in figure 10-4, but rather arrange the subject in thirds as in figure 10-5. The reason for the rule is simple. One feature should dominate the picture, since we can consider only one thing at a time. If you divide your space in halves favoring neither one nor the

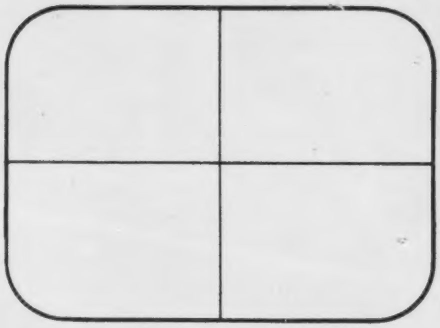

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Figure 10-4.--Picture area divided in half divides the viewer's interest.

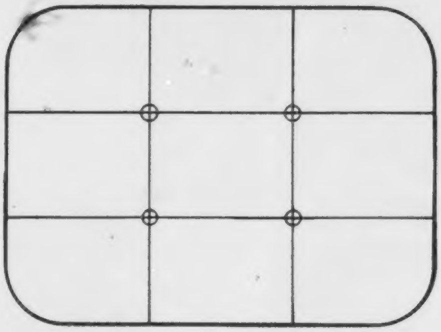

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Figure 10-5.–Picture area divided in thirds.

other, our mind jumps from one half to the other. But if you divide the space into thirds, it is easy to let one part dominate the picture area.

In the outdoor scene we usually have earth and sky. If the skyline is placed in the center, neither earth nor sky will dominate (fig. 10-6). So we must decide which is most important. Is it the heavens, with a graceful arrangement of clouds (fig. 10-7), or is it a winding roadway leading up to the hills? Give the largest amount of space in the picture to the part you wish to emphasize. (See fig. 10-8.)

As you can see, we do not strive for perfect symmetry, but for variation of spacing. Unequal spacing and masses will give emphasis and add interest. Imagine lines drawn into your film frame dividing the picture area into three equal parts, across and vertical, as in figure 10-7. Then place the most important objects either directly on the lines or near the intersections of these lines as shown by the circles. These four circles are the four strongest points of interest in the picture space. However, since you want only one thing to dominate in a picture, use only one strong spot at a time. If you place objects on each of the four spots, you create confusion and defeat the principle of DOMINANCE. This will also help you avoid the monotony of forever having the principal point of your subject right in the middle of the picture.

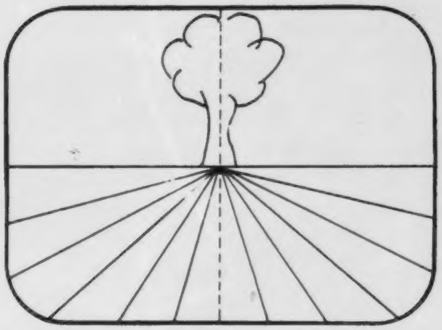

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Figure 10-6.—Horizon and subject centered.

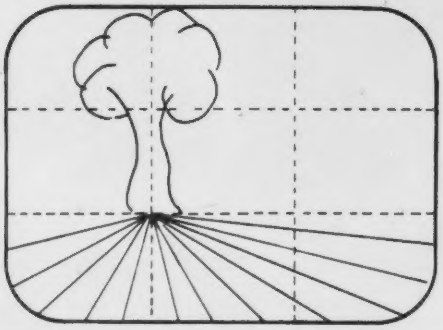

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Figure 10-7.—CORRECT: Horizon and subject in bottom third of frame.

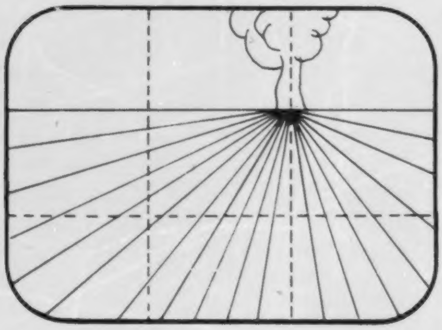

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Figure 10-8.—CORRECT: Horizon and subject in top third of frame.

Subject Placement

Always give the subject room to move into the frame. Never have it facing out of the frame unless you intentionally want it to leave the scene. (See figures 10-9 and 10-10.)

In photographing an aircraft in flight, it can be made to appear as if it were going up or coming down, depending on how it is placed in the frame. This is because of the tendency of the eye to center the subject in the frame and add apparent movement to the object in the direction of the empty frame. (See figures 10-11 and 10-12.)

Emphasis

In motion picture photography, emphasis can work for or against the cameraman. With

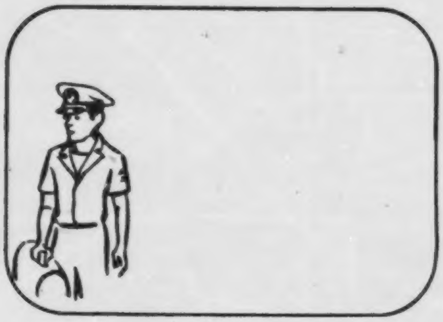

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Figure 10-9.–WRONG: A person should have room to look and move into the frame.

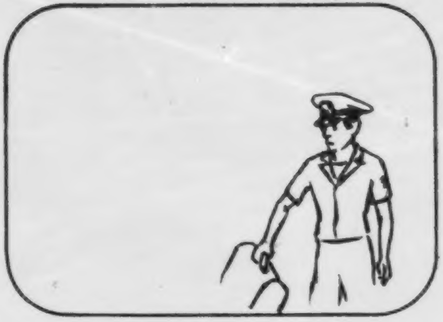

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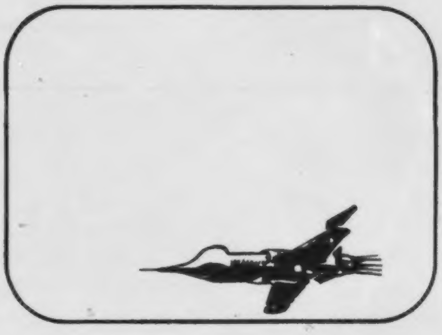
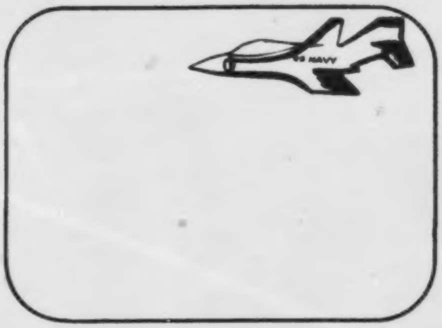
Figure 10-10.–CORRECT: Room has been left for the person to look into the frame and to move. This principle is particularly appropriate to motion picture subject placement.



174.71

Figure 10-11.–Place an airplane in the bottom third of the frame, and it will appear to be climbing.



174.72

Figure 10-12.–Place an airplane in the top third of the frame, and it will appear to be descending.

due regard to emphasis, remember, that one rule is valid only if some other factor does not outweigh it; therefore, all factors are relative to all other factors. The subject which has height in the frame has emphasis. A face has more emphasis than the back of someone's head–therefore, even though someone may have height in the frame, if it is the back of a head, the face will take prominence.

Contrasting objects will give emphasis to the scene. If there is a group of people all wearing Army green, with one sailor in their midst in Navy blue, the sailor will have emphasis, due to the contrast built by color. Other mixes can involve shape, textures, forms, or size. Contrast can also be achieved by movement. If a group of men are standing at attention, but one man is "skylarking," he will have emphasis.

Contrast can also be achieved by the lack of movement. If a group is watching a tennis match and heads are turning back and forth, except for one man who has fallen asleep, the sleeping man will contrast with the rest of the group, giving him the emphasis.

Make it a point to study the composition of movies, photographs, and TV newscasts you see. Pick out the good and bad points of composition as you study films. Studying the work of others is one of the best ways to improve your knowledge of newsfilm or motion picture photography.

Remember that in still photography there is a great deal of leeway with regard to the composition of the subject. Composition can be changed as the print is made by cropping, or even after the print is made by a straightedge and razor blade. However, in motion picture photography, it is as if the presses were rolling the instant the camera begins to function. No changes in composition can be made. The only thing you can do is eliminate the scene by editing. You are limited to the horizontal format, but this format appears to be very flexible in the hands of a good cameraman. So make sure that the image seen in the viewfinder tells the story in the best possible way before making the exposure.

ANGLES

Different camera angles aid in the making of a good motion picture. Camera angles are the means by which the cinematographer makes the audience see what he wants it to see. Camera angles can make movement seem slower or faster than it actually is; they can apparently add inches to the height of a short person, or whittle down the height of a tall one. Camera angles can also guide the psychological effect of almost any action.

Motion picture camera angles differ vastly from the angle shots familiar in still photography. When you see a still angle shot, you know it. When you see a movie angle shot, you should be unconscious of it. With a very few exceptions, such as tricky angles in a montage, movie camera angles should appear on the screen as though they were taken with the camera normally positioned.

Whenever more than 100 feet of film is required to cover a newsworthy event, try to plan the scenes so they might be shot from different angles. The most interesting can be incorporated in the finished product during editing. Try for new and unusual angles, but be careful of any freak stuff. Overlap shots about 40 to 50 frames so that latitude in editing will be possible.

CAMERA ANGLING

A camera angle in motion pictures refers to the height of the camera position in relation to the size of the subject. The term "camera angling" covers low-angle and high-angle shots much in the same manner as it applies to still photography. High and low angles contribute to the category of trick shots and are used to emphasize, distort, and produce false impressions. In general, low-angle shots indicate large, strong, dynamic, active, aggressive, victorious, and vigorous subjects; while high-angle shots indicate tranquility, weakness, exhaustion, finality, and inferiority.

Low and high camera angles may actually serve a useful, though not obvious, purpose. They may add to or subtract inches from the height of people. This procedure is often used in the case of a scene in which one person is taller than the other. To make them appear the same height, have the shorter one stand slightly closer to the camera than the taller one and use a low angle.

Camera angles play a big part in depicting the apparent speed of a moving object. High angles and long angles speed up motion. In an extreme long shot, even the fastest moving object appears to move slowly. As the subject approaches the camera, its movement apparently increases in speed.

Action shot from an extremely low camera angle seems to move fastest of all, especially if the subject moves straight toward the camera and a wide angle lens is used.

TECHNIQUES AND PROCEDURES

When preparing to cover a motion picture news assignment, careful planning is necessary to insure proper coverage of the job. Film which is intended for news release receives a higher priority for handling and processing at the Naval Photographic Center if it is labeled as such and previous arrangements are made. The first print is immediately screened by motion picture experts who select the footage for release. The most common reasons for having to discard exposed footage instead of releasing it or filing it for historical or documentary use are:

- Poor exposure
- Improper focus
- Shaky scenes–no tripod used
- Poorly panned areas
- Poor subject matter–uninteresting or photographed from the wrong angle or distance
- Scenes too short
- Original negative processed locally and subsequently scratched by projector or other forms of handling
- Insufficient information attached–no data sheets
- Lack of continuity
- Lack of informing closeup shots

In order to provide a ready reference to some of the techniques and procedures which contribute to better motion pictures, the following hints are listed for frequent review.

What to Shoot

Many interesting things happen throughout the Navy each day. Newsfilm should show what the Navy is doing. If possible, film any event or evolution which will be of potential interest to the public, or the internal Navy audience, either immediately (in the case of newsfilm) or in the future (documentary or historical). To give you a feel for some of the subject areas that have been filmed and made into newsfilm here are some representative samples:

Fossil find in Antarctica
SECNAV decorating astronauts
Soviet subtender in the Caribbean
Bagpipes aboard USS Shangri-La
Operation Helping Hand
Navy research in malaria

Do not make the scenes too short. It is better to submit too much footage on a scene than too little. Film editors can cut a long scene, but cannot add to a scene which is too short. However, overshooting is not a substitute for planning. If you provide 300-400 feet of film, that's more than enough to be edited down to a good piece of newsfilm on a featurette. Too much footage submitted to a busy editor or film librarian may be worse than too little, simply because there may be too little time available to screen or edit excessive amounts of footage, resulting in the story being discarded altogether.

Show Direct Results

Attempt to get coverage of battle actions, carrier strikes, offshore bombardment, amphibious landings, and other Navy battle operations. If possible, try to get many of these photographs from the air, filling in with closeups when time permits.

Get Complete Coverage

Many of the less glamorous missions of the Navy are slighted. Show the job of the noncombatant ships, such as the tankers. Show the personnel who man lookout stations, radio gear, and other equipment. These shots make excellent closeups and provide the realism to make motion pictures effective. Another advantage of such scenes is that they are versatile–of such a nature as to be suitable for use in more than one type of film.

Shooting Script

As described and illustrated in chapter 20 of *JO 3&2*, a newsfilm shooting script is nothing more than a set of directions to the photographer to insure that he shoots the pictures you need. It lists the time and place of each scene to be photographed (usually a few more scenes than you actually need), the footage or numbers of seconds you want in each scene (about twice as much as you plan to use) and a brief description of the action you want in each scene.

In some cases when you're after a short newsfilm, a shooting script isn't needed. This is especially true when you, the planner, are accompanying the cameraman. You can give him oral directions on what to shoot and how much footage. Furthermore, a good many cameramen don't want to be bothered with an elaborately detailed scenario. Shooting a scene is often a spontaneous act, done on impulse, done to seize an unusual, quickly passing opportunity.

Form a Team

The most practical way to operate is with a two-man team. The JO can be the cameraman's helper or act as a still photographer. When you are covering a particular assignment, make your presence known to the superiors in the area. Explain your mission, and ask that you be kept abreast of what is happening in order to plan for the most effective coverage.

Security

You must be certain during filming on scene that nothing is recorded on film that is classified. The quickest way to "kill" your story is to include anything that is questionable because it will have to be reviewed for security and this takes time. Security is at the source.

Slating

In all types of motion picture photography, slating is absolutely necessary. A slate should contain the (1) name or number of the command, (2) name of cameraman, (3) subject, (4) roll number, (5) camera number, and (6) date. The problems involved in trying to identify and edit unslated rolls of film are tremendous. Unless the cameraman photographs a slate on some portion of the roll, the editor has no idea of the sequence of rolls, events, or other needed information. A good slate should completely fill the frame with large clear letters and numbers that are easily read.

On 16mm film, the slate should be photographed on the first three feet of the roll. If it is impossible to photograph the slate at the beginning of the roll because fast action is taking place which you must photograph immediately or lose it, the slate should go on the tail end of the roll. A notation should be made to that effect on the accompanying data sheet.

Film Selection

A detailed discussion of the types of motion picture film available in Navy photolabs may be found in *Photographer's Mate 3&2*. Newsfilm coverage of events intended for national television release MUST be shot on color film to be accepted by the networks. Most local television stations now have facilities for color film and rapid processing. When planning newsfilm for a particular station, make sure you know their preferences.

The majority of television stations have standardized on the type of color film used–Type 7242 Ektachrome Commercial. This is a high-speed color film of extreme versatility that can be used under daylight or tungsten lighting, can be forced processed for additional exposure latitude, and has excellent quality for television reproduction.

Film Processing

Most general Navy photolabs do not have facilities for processing motion picture film. You must either send your film to a local Navy or commercial lab to the Naval Photographic Center for processing. Some local TV stations will accept unprocessed film footage if it concerns an event of major local interest and is accompanied with appropriate data. The release of unprocessed film to civilian media is not good practice, however. It is important to review film for quality, security, and so forth. Also, releasing unprocessed film means exclusive use by one station in most cases, and generally results in loss of original material. In addition, most stations cannot process ECO 7252, the film most often used by the Navy. Guidelines of this nature are made by the particular public afffairs office involved.

Specific details on forwarding motion picture footage to the Naval Photographic Center for processing may be found in the *Manual of Naval Photography*, OPNAVINST 3150.6D.

Motion picture footage having strictly local interest may be processed locally and released to interested media like any other local Navy release.

However, keep this in mind: Motion picture footage having definite major news value must be forwarded immediately, unprocessed, via airmail, commercial express, or fastest available transportation to NPC (ATTN: CHINFO Liaison). Complete information about the subject or the event should accompany the film. At the same time the film is forwarded, a message should be dispatched to NPC, with information copy to the Chief of Information, advising NPC of the subject, type and amount of footage, method of delivery, and the estimated time of arrival at Washington. This will enable both NPC and CHINFO to process the film and information more expeditiously for release to national media in the capital.

The original negative of motion picture photography of feature value (photography which will not lose its timeliness) is forwarded to NPC, with a copy of the forwarding letter to CHINFO.

Here are the procedures for shipping film packages to NPC:

Label packages as follows:

NEWSFILM–DO NOT DELAY

Commanding Officer, U.S. Naval
Photographic Center
(ATTN: CHINFO Liaison)
U.S. Naval Station
Washington, D.C. 20390

NEWSFILM–DO NOT DELAY

Include the "Photographer's Data Sheet," NAVAIR Form 3150/5, plus a scene-by-scene description of the coverage. A thousand feet of perfectly exposed footage of a particular event is of little value to the Navy unless it is accompanied by material which explains each scene and the subject matter of the film. Make notes of the scenes as the shooting progresses and fill out the data sheet as soon as possible. The JO can do this as the cameraman records the scenes on film. Be sure to include all the information available. This information includes scene number, roll number, name of the event, names with rank or rate of all personnel in the scenes, light conditions, and other data which would help NPC in the processing of newsfilm. A copy of the story depicted by the newsfilm should be sent to the CHINFO Newsfilm Officer and to NPC to assist in editing.

Editing the Final Product

If your film is to be processed and released locally, the developed film will be returned to you for the final expression of editorial judgment. This includes film editing, splicing, timing, and preparing a script or narration. For a review of these procedures, review chapter 20 of *Journalist 3&2*. Chapter 19 of *Photographer's Mate 3&2* describes the latest equipment used in these areas.

It is in the editing of a piece of film footage that you embark upon the creative phase of motion picture photography. Assembling, editing, and scripting of newsfilm can stimulate your creative ability more than any other phase of the art.

Many films which may appear dull in their unedited state become extremely interesting when unnecessary scenes are deleted from the sequence and long scenes are shortened.

Scenes of overlapping action as well as scenes that were reshot because of some difficulty are invariably deleted in editing. Fogged film, out of focus film, and overexposed or underexposed film are also removed in the editing process. Editing allows the insertion of titles as well as matching the action of the scenes.

Editing is essentially a clarification process. The film editor must choose the right scenes to convey the idea of the picture, must arrange the scenes in the proper sequence, match the various actions, and maintain screen direction. The scene must be of the proper length. It is better to cut the scene too long and then recut it than to cut it too short in the beginning. Action must be matched from scene to scene so that there are not gaps or overlaps. The scene must be long enough to cover the subject, yet short enough to be interesting.

THE MOTION PICTURE CAMERA

Navy photographers use the finest motion picture cameras available in their many and varied assignments. The need for film footage in the Navy covers four major areas: training, news, research, and ordnance photography.

Some of the cameras used to fulfill this need are the Bell & Howell model 200-TA, the Cine-Kodak Special II, the Bell & Howell 70-KM, and the Bell & Howell 71-QM. Well constructed and versatile, they can be used wherever a photographer can carry any handheld camera. Some models of these cameras offer interchangeable magazines, variable shutters, and variable speed operation by a spring motor, handcrank, or electric motor. Properly operated, they produce sharp, clear and steady pictures of high quality which compare favorably with motion pictures filmed by the larger and more expensive cameras used by TV stations. The detailed operation of all these cameras is covered in *Photographer's Mate 3&2.*

THE 16MM BELL & HOWELL

The most commonly found and popular news camera is the Bell & Howell (B&H) model 70. Several novel variations of this camera exist in the Navy. It is typical of most 16mm silent movie cameras, and a brief discussion of this basic type will assist you in becoming familiar with handheld motion picture cameras.

Lenses

In the front of the camera is a lens turret capable of holding three taking lenses, and a smaller turret to hold three corresponding viewing lenses (fig. 10-13). Lenses of varying focal length can be mounted on the lens turret (for example, 17mm wide angle, 25mm normal angle, and 50mm long focus) and moved into taking position at will. A B&H Angenieux lens barrel has rings marked and knurled for setting the f/stop for exposure and the distance for focus. (See fig. 10-14.)

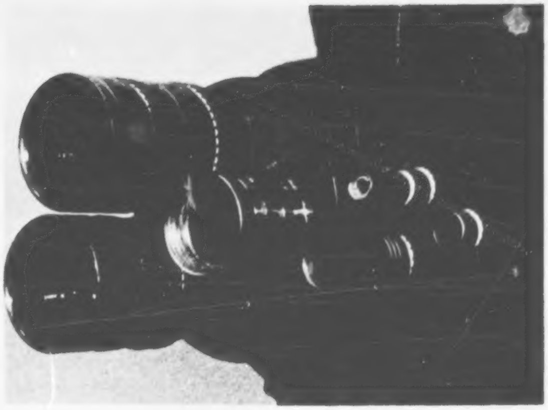


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Figure 10-13.—Front view of Bell and Howell 70-KRM 1.

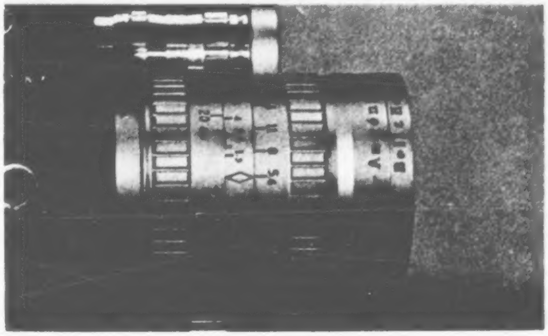

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Figure 10-14.—Bell and Howell Angenieux lens barrel showing f/stop and distance settings.

Spring Motor

On top of the camera, at the right, is the start/stop button to operate the spring motor. Just below it, on the right side, is a small lens which is a critical focus lens. Normally, this is not used except for extreme closeup (CU) photography. This lens gives a magnified portion of the subject and, therefore, will be of no value for viewing or framing. In the center of the right side is a large hand winding key, generally referred to as a "butterfly crank" (fig. 10-15). The key works on a ratchet-type mechanism which applies tension to the power spring when wound towards the back and ratchets free on

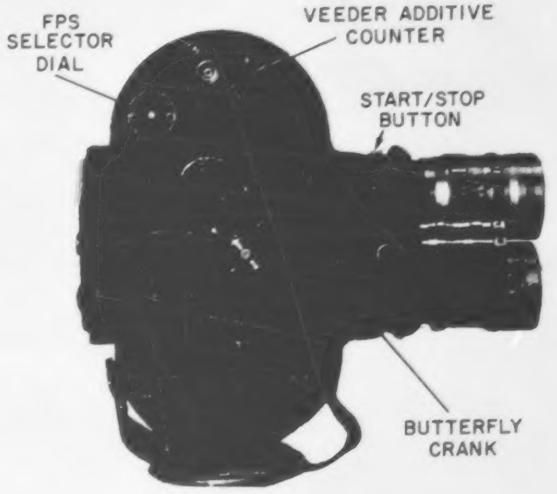

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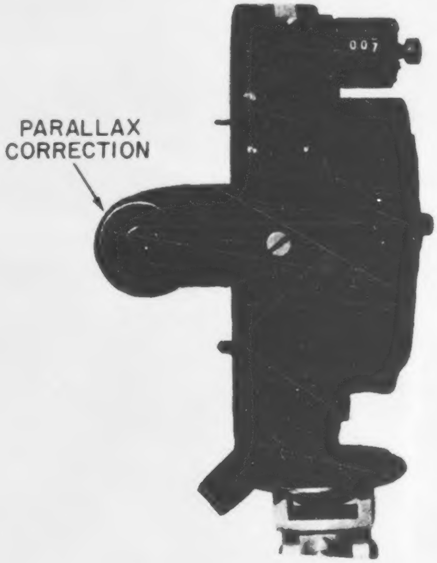
Figure 10-15.–Right side of a Bell and Howell 70-KRM 1.



174.76
Figure 10-16.–The back of a Bell and Howell 70-KRM 1.

the forward motion. A full wind on the handcrank will permit the advance of 19 to 22 feet of film during exposure.

At the top is the footage counter. Figure 10-15 shows the Veeder additive counter, but some other B&H models have a footage counter dial. At left of the counter is the fps selector dial. Never operate the camera at speeds faster than 24 fps when there is no film in the camera. This might cause damage to gears inside the camera. Once the camera has been loaded, there are fps available from 8 to 64 fps.

Parallax Correction

A correction for parallax is located on the camera's back. Parallax is the difference in view as seen by the viewing lens and that which is actually being included by the taking lens (fig. 10-16). If you forget to correct for parallax, you might think you are taking a picture of two people, but actually you are cutting off one person. The effect of parallax becomes greater as the distance to the subject lessens.

Loading and Unloading

On the left side are the viewfinder and latches for removing the camera door for loading and unloading film (fig. 10-17). Be very careful when removing the camera door not to damage it. The parts of the camera are precision made and cannot be replaced without sending it back to the factory. Remove the door carefully and lay it down gently on a clean dry surface.

The B&H 70 has an internal load capacity for 100 feet of 16mm silent film. When loading, save the paper band, the can, the box and the tape with which the film is packed. For ease and safety in handling and/or shipping, the exposed film should be repacked in the container as it came out. See the loading diagram in figure 10-18 for correct loading procedure.

Silent Operation

The B&H 16mm 70 is a silent motion picture camera. Most newsfilm is made with a silent camera, and narrated by the news commentator later when the telecast is made.

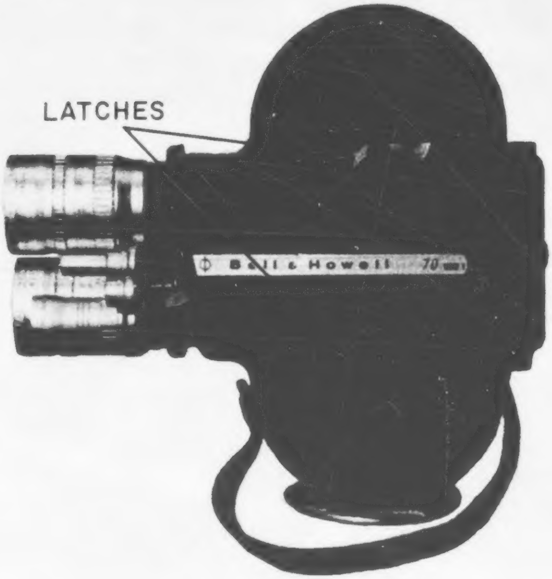
However, some Navy motion picture groups in the field cover the action with accompanying sound.

Camera Maintenance

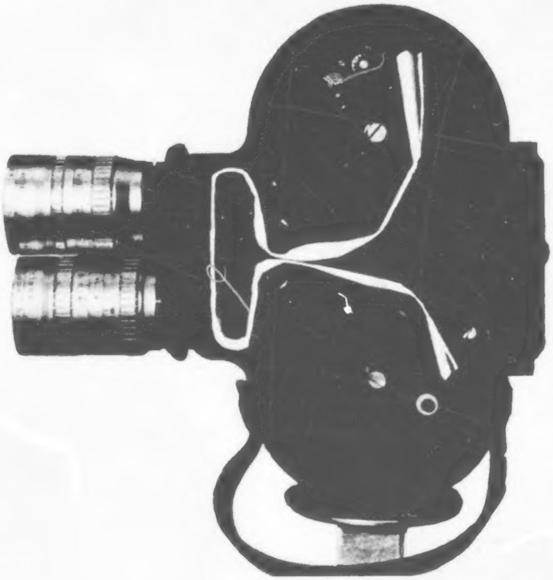
Maintenance of the motion picture camera as far as the operation is concerned is limited to cleaning and lubricating. For any maintenance beyond this, the camera must be sent to a camera repair shop or back to the factory.

The first step in cleaning a lens is to brush off all surface dust and grit with a soft (camel's-hair) brush. If further cleaning is needed, use one drop of lens cleaning fluid and a piece of lens tissue. Wipe the lens surface very gently with the tissue in a circular motion. Do not attempt to clean the inside of the lens elements; only the outside surfaces, front and back. Occasionally, loosen the lens barrel in its mount. This prevents the barrel from becoming seized in its mount.

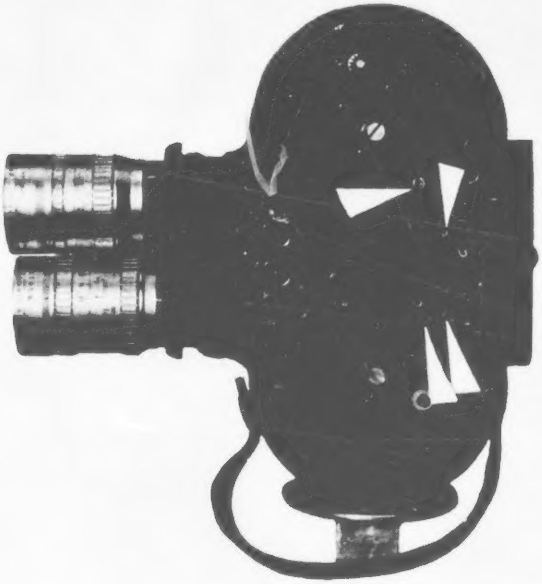
Cleaning the inside of the camera is very important, and should be done after each roll of film has been run through the camera. Every



174.77
Figure 10-17.—The left side of the Bell and Howell 70-KRM 1.



174.78
Figure 10-18.—Loading diagram for the Bell and Howell 70-KRM 1. Film path is marked in white; the supply and takeup reels are not in place.



174.79
Figure 10-19.—Oiling points on the Bell and Howell 70-KRM 1.

speck of dust, drop of stray oil, or small bit of film that collects inside the camera will eventually end up on your exposed film. When this speck is enlarged several thousand times on the projection screen it will look as big as a baseball, and be very distracting. Use a soft brush (not the same one used on the lens) to brush out dust and small pieces of film.

Use a lint free cloth to wipe out any small amount of oil which have seeped out around the oiling points. The camera should be oiled with one drop of light instrument oil once a month when not in use, two drops after every 500 feet of film, and one drop of oil in the hole near the handcrank after every 10,000 feet of film. (See fig. 10-19.)

CHAPTER 11

AFRT STATION ADMINISTRATION AND MANAGEMENT

The largest broadcast enterprise in the world belongs to the U.S. Government. Armed Forces Radio officially began broadcasting in 1942. After television was added, the call letters AFRTS stood for Armed Forces Radio and Television Service. That name was changed in July 1969 to American Forces Radio and Television Service.

Military radio had its start in Kodiak, Alaska. In December 1941 a young Army Lieutenant, Daniel M. House, rounded up spare parts, a homemade transmitter, and some off-duty Signal Corps men, and put KODK on the air.

Conceived to give servicemen a touch of home in World War II, AFRTS has a much more complex mission today: "...to provide Department of Defense personnel with broadcast programs of information and entertainment which otherwise would not be available to them. This includes personnel stationed outside the continental United States; those in isolated areas in the U.S. and its possessions; and those aboard U.S. Navy ships."

Military television, for information and entertainment purposes, came into being through a "pilot" station organized by the Air Force at Limestone Air Force Base, Maine, in December 1953. Through the experiences and operating procedures thus established, it was determined that telecasting to an audience overseas, using inexpensive television equipment, was feasible. Within 3 years, more than 20 stations were placed on the air at widely scattered points around the world. Today, it is a rarity to find an overseas base without an AFRTS outlet.

The number and location of AFRTS outlets is constantly changing. A dramatic increase occurred in 1972 when the Navy launched a program to place closed-circuit television systems on all ships with a crew complement of 350 or more, which did not already have such a system. The day is quickly approaching when every such vessel in the Navy will be AFRTS affiliated, whether it be via radio, television, or both. *Journalist 3 & 2* briefly discusses the history, mission, and organization of the AFRT system.

The original concept of AFRTS in 1942 has remained of prime importance throughout the years. AFRTS has also come to be recognized as a valuable information tool, a means by which commanding officers might communicate instantaneously with their personnel. This is the case whether it be the President of the United States speaking from Washington, D.C., or a commanding officer at the local level.

The general policy guidance for the operation of AFRT outlets is contained in Department of Defense Instruction 5120.20. This policy is implemented by the military departments in individual regulations since AFRT outlets are normally operated by the military services. Also Secretary of the Navy Instruction 1700 Series, *PA Regs,* OPNAV Instruction 5450 Series, and AFRTS-LA publication DP-1 furnish authority, assign responsibilities, and give specific direction concerning Navy management and operation of AFRTS outlets.

All of the AFRTS outlets operating in a foreign country do so with the permission of the host government. Accordingly, certain host country sensitivities must be observed. The American Forces Information Service (AFIS) publishes a list of these sensitivities periodically, but the U.S. Embassy in the host country is the source of the most current information. Some

AFRT outlets even have a local list of sensitivities developed from past experiences. Failure to remain cognizant of these sensitivities could result in embarrassment to the United States and possible host country revocation of permission to broadcast.

The term "American Forces Radio and Television" is used to define all radio and television facilities, independent stations, or networks authorized by AFIS. AFRT facilities use programming provided by American Forces Radio and Television Service-Washington (AFRTS-W) and American Forces Radio and Television Service-Los Angeles (AFRTS-LA). The scope of their activities will be covered later in this chapter.

There is an occupational standard that says a JOC must administer an AFRT station ashore. In most cases, the actual management of Navy-controlled AFRT outlets is conducted by Journalist Radio/Television Specialists (JO-3221 NEC). Don't let this NEC mislead you into thinking a "print oriented" JO will not be placed in the position of managing an AFRT station. With more than half the Navy's Journalist jobs now requiring radio/television work, it is evident that only a few senior JO's will not have the opportunity of managing a station or becoming involved with AFRTS policy at the staff level. To help you meet this challenging assignment and foster a better understanding of the AFRTS mission, this chapter will discuss all phases of AFRT organization and operations.

STATION ADMINISTRATION AND MANAGEMENT

AFRT outlets ashore and afloat are vital to an effective program. Along with music and variety shows, detective thrillers, and disc jockey shows, the AFRT radio program director schedules command information programs. Newscasts, usually hourly, keep commands informed of world, national, and local events. Another vital service is the personal service spot announcements, such as education office news, weather reports, fire prevention, base conservation measures, recreation club announcements, and club activities. Still another aspect of the AFRT outlet is its technical facilities for producing taped interviews for the Fleet Home Town News program. AFRT television outlets provide a similar variety of services.

As you can see, the essential or priority mission of AFRT outlets is dissemination of command news and information, entertainment, and emergency disaster or contingency instructions to U.S. Department of Defense personnel and their dependents stationed overseas and to forces afloat. How is this mission accomplished? Beneath the smooth operation of an AFRT outlet there is a tremendous amount of administration and management that complement one another in getting the work done.

AMERICAN FORCES RADIO AND TELEVISION SERVICE

As stated in chapter 2 of this manual, American Forces Radio and Television Service (AFRTS-LA and AFRTS-W) are field activities of the American Forces Information Service, Assistant Secretary of Defense (Public Affairs). Located at 1016 North McCadden Place, Los Angeles, California 90038, AFRTS-LA distributes transcriptions, video and audio tapes, television films, and slides to AFRT outlets. It also provides guidance for shipping and technical tips regarding the best treatment of films, records, and slides. The other field activity of AFIS is AFRTS-W, which is responsible for providing AFRT outlets with news, sports, and special events programs via shortwave, teletype, or direct communication (satellite) circuits. AFRTS-W is located at 1117 North 19th Street, Arlington, Virginia 22209, on the third floor of the Pomponio Building.

AFRTS-W

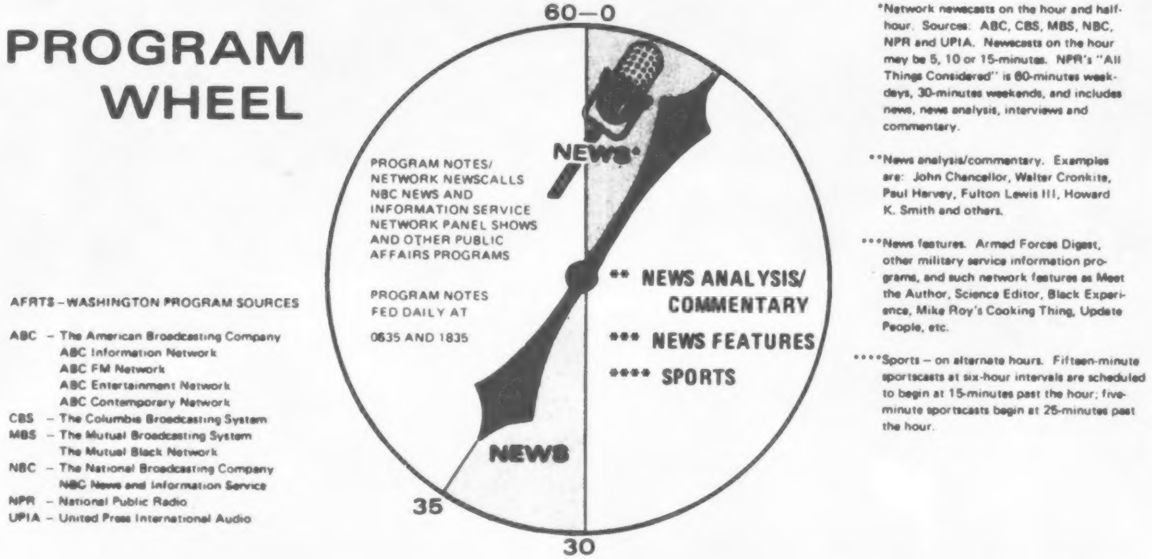
AFRTS-W operates 24-hours-a-day and feeds radio newscasts taken from ABC, CBS, NBC, NPR, and the Mutual and Mutual Black Networks to AFRT stations. Newscasts are broadcast as received from network lines in Washington. Commercials are blocked by inserting command information or public service spot announcements during a 7-second delay of the newscasts. Although a few newscasts are delayed longer from earlier network feeds because of scheduling problems, the majority of AFRTS-W newscasts are fed to AFRT outlets just 7 seconds after they have been heard by U.S. listeners tuned to the stateside networks. In addition to rebroadcasting radio network newscasts, AFRTS-W rebroadcasts such features as CBS' "Face the Nation" and NBC's "Meet the Press." Special documentary programs, news commentary and opinion, National Public Radio productions and Department of Defense news stories, as well as special programs such as Presidential speeches, on-the-spot news broadcasts, and other live documentary programs are also transmitted (fig. 11-1).

AFRTS-W also supplies numerous live sports broadcasts to stations overseas, such as major league baseball games, football bowl games, college football, basketball games, and golf and hockey matches. Station managers and program directors are provided with an advanced sports schedule via message, and daily "program notes" over the voice circuit. The starting time for sports and special events is given in Greenwich Mean Time (GMT) or Zulu Time, so you must convert the schedule to local time for your program schedule.

AFRTS-W uses U.S. Government transmitting facilities to beam their programs overseas. Many AFRT stations have shortwave receivers with which to receive the AFRTS-W programs, and ships at sea rely solely on these shortwave transmissions.

Direct Program Service

Most land-based AFRT stations now are furnished AFRTS-W programming and teletype service by direct satellite or cable circuit originating in Washington (fig.11-2). These circuits provide much clearer reception of the AFRTS-W programs; the signal is not subject to fading in the ionosphere as is the shortwave signal. In addition, most circuits are full duplex; that means AFRT outlets so connected can feed programs back to Washington or send teletype messages to AFRTS-W on the return feeds.



AFRTS – WASHINGTON PROGRAM SOURCES

ABC – The American Broadcasting Company
ABC Information Network
ABC FM Network
ABC Entertainment Network
ABC Contemporary Network
CBS – The Columbia Broadcasting System
MBS – The Mutual Broadcasting System
The Mutual Black Network
NBC – The National Broadcasting Company
NBC News and Information Service
NPR – National Public Radio
UPIA – United Press International Audio

*Network newscasts on the hour and half-hour. Sources: ABC, CBS, MBS, NBC, NPR and UPIA. Newscasts on the hour may be 5, 10 or 15-minutes. NPR's "All Things Considered" is 60-minutes weekdays, 30-minutes weekends, and includes news, news analysis, interviews and commentary.

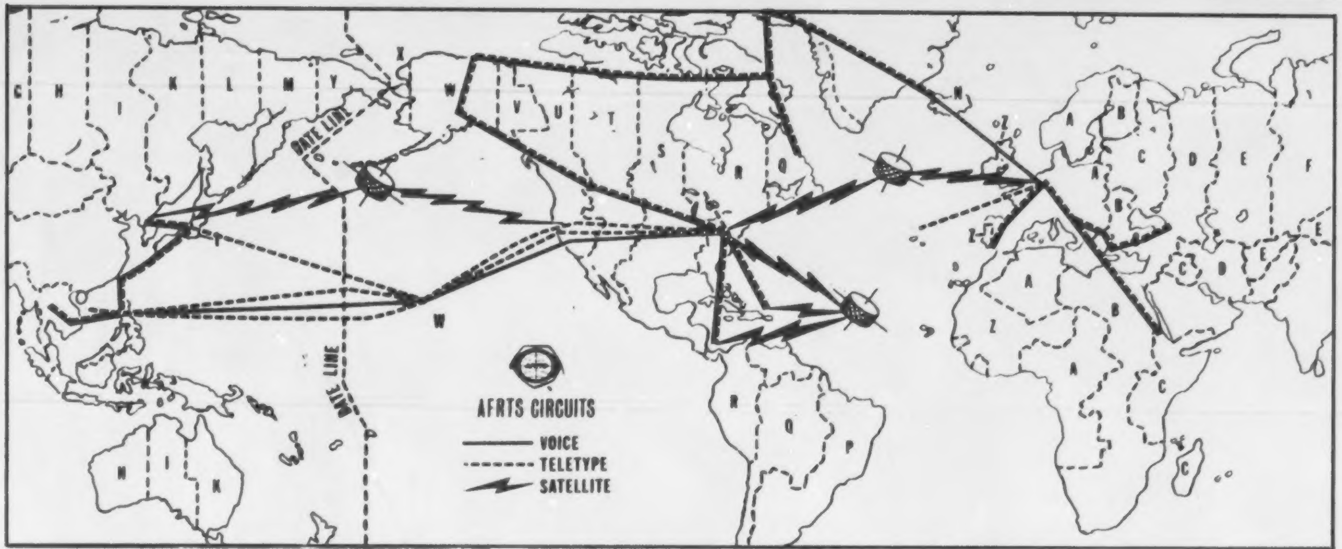
**News analysis/commentary. Examples are: John Chancellor, Walter Cronkite, Paul Harvey, Fulton Lewis III, Howard K. Smith and others.

***News features. Armed Forces Digest, other military service information programs, and such network features as Meet the Author, Science Editor, Black Experience, Mike Roy's Cooking Thing, Update People, etc.

****Sports – on alternate hours. Fifteen-minute sportscasts at six-hour intervals are scheduled to begin at 15-minutes past the hour; five-minute sportscasts begin at 25-minutes past the hour.

174.114

Figure 11-1.—AFRTS-W operates on this basic program wheel concept.



G	H	I	K	L	MY	X	W	V	U	T	S	R	Q	P	O	N	Z	A	B	C	D	E	F	G
0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	0100	0200	0300	0400	0500	0600	0700	0800
0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	0100	0200	0300	0400	0500	0600	0700	0800	0900
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2700	2300	2400	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200
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0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	0100	0200	0300	0400	0500	0600
0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	0100	0200	0300	0400	0500	0600	0700

174.115

Figure 11-2.—AFRTS-W worldwide coverage is shown in this map and world time chart. The letters on the time chart refer to the time zone shown on the map.

Those AFRT television stations (AFTV) that have circuits to commercial satellite earth stations can receive certain television programs live and in color from U.S. network sources. Arrangements for this service are made through AFIS, which budgets for 20 of these transmissions per year and coverage of the Presidential inauguration ceremonies every 4 years. Additional events may be obtained through AFIS if funds are provided by the requesting command. Usually, sports events such as the Super Bowl, World Series or NCAA Basketball Championship are provided through this service; however, other high-interest events have been provided (e.g., national election returns, and the President's State of the Union address). Most of the satellite television events are fed directly from commercial networks and all commercials must be blocked by the AFTV station airing the event. To assist with this, AFRTS-W obtains from the originating network and transmits via teletype to the using AFTV outlets a commercial cutaway format and cue sheet. In some instances, a commercial TV station overseas will telecast live via satellite an event that is also being carried on AFRTS-W as a radio description. If the overseas station is airing the narrative in another language, AFRTS-W, on request, can drop the 7-second delay in route for the AFRT station's audio to be in sync with the commercial station's video. Thus, overseas Navy personnel may be able to watch the video on a host country TV station while listening to the English description of the event on their AFRT station. In these special cases, the AFRT station again takes the responsibility for blocking the commercials in the live radio network feed.

Teletype Service

In addition to providing audio material, AFRTS-W also maintains a teletype link to most land-based stations. They feed both Associated Press (AP) and United Press International (UPI) teletype radio news summaries over this teletype circuit. Even though some overseas stations also subscribe to AP and UPI, the AFRTS-W circuit provides a good backup in case of line failure, and in most cases is the only source of news for those Navy stations not interconnected with AP and UPI directly.

AFRTS-W receives the regular radio wire services from AP and UPI. Minutes after receipt, these summaries are relayed to AFRT stations that have direct circuits. Regional split material (local news from D.C., Virginia and Maryland) is usually not relayed so that the basic AFRTS-W service consists of world, national, and sports news, together with amplifying background and feature material. Insofar as possible, the mix is 50-percent AP and 50-percent UPI.

In addition to the hard news content, direct circuit stations receive timely program change information and/or background information on special feeds that are booked by AFRTS-W. Those stations with duplex capability are able to respond to questions posed by AFRTS-W and to ask for specific information they may need in order to schedule special programs. Since AFRTS-W transmits program information only twice daily on the voice circuit, teletype messages frequently are the quickest way to alert stations to changes or fast-breaking network coverage.

For stations not serviced via direct circuit, AFRTS-W transmits five Address Indicating Group (AIG) news summaries daily. These are available to all Navy stations ashore and afloat. There are two world news summaries, one sports news summary, one military news summary, and one combination business and world news summary. In short, AFRTS-W provides stations with network programming and AP/UPI radio wire newscasts, together with a variety of feature material and special programs for immediate and timely use by AFRT stations overseas. These services move from Washington, D.C. via satellite, undersea cable and shortwave circuits either directly to overseas stations or through a servicing communications facility.

AFRTS-LA

AFRTS-LA provides AFRT stations with stateside television and radio entertainment programming and music discs for use in local productions. The latest record hits in a wide variety of music types are distributed on stereo discs for retention at each AFRT station. Radio programs, either produced at AFRTS-LA or obtained from commercial syndicators, are released to AFRT stations on audio cassettes or reel-to-reel audio tape. Most of the television programs are circuited among stations while more timely programs are used only once by each station and the video tapes are then returned to AFRTS-LA.

Television programs are video taped from network or local station feeds, or obtained from commercial distributors. Shows from the networks are decommercialized by AFRTS-LA. Information spot announcements are inserted in all TV shows and in most cases replace some of the commercials that were removed. At the present time, programs are distributed by AFRTS-LA both on video tape and on 16mm film; however, plans call for all programming to be on video tape by FY-79. Three video tape formats are currently being used to service Navy stations: 1/2-inch cassettes, 3/4-inch cassettes, and 1-inch "IVC" reel-to-reel. The latter is currently being phased out and will be replaced by the two video cassette formats.

Most television material is circuited between more than one AFRT station. Some timely sports events and public affairs and/or information programs are sent directly to each station for minimum delay between stateside airing and overseas transmission. Stations with a sizable dependent audience receive an additional 20 hours weekly of programs that appeal to women and children. The basic AFRT TV service consists of 65 weekly hours of programming; outlets with dependents receive a total of 85 hours.

Although aircraft carriers and some other large surface ships are stable enough to permit AFRT radio programs to be played from 30-minute discs, it was not until establishment of the Radio Tape service (RT) in January 1974 that smaller vessels could have AFRTS radio programming (fig.11-3). This weekly shipment comprises 84 hours of programming on 7-inch tape reels. Each reel contains 6 hours of programming, including some Navy-unique information materials produced by the Navy Internal Relations Activity (NIRA). RT is authorized for all Navy shipboard AFRT outlets including certain Navy shorebased stations.

The RT is only one of several types of recorded radio materials shipped to radio stations on reel-to-reel and audio cassette tapes. In addition to tapes, some larger ships and most outlets ashore get the weekly Radio Library (RL) discs comprising a wide variety of music by various musical artists mentioned earlier. This shipment will also contain certain programs that AFRTS-LA feels might have residual value for a station library; since audio tapes must be returned to AFRTS-LA, these programs are provided on disc as part of the RL for station retention or destruction as appropriate.

In addition to the RL, independent and network key stations receive the weekly Radio Cassette (RC) unit consisting of popular stateside disc jockey and other entertainment programs and including a proportionate number of religious and informational materials. This service, begun in late 1977, replaced the Radio Priority (RP) and Radio Unit (RU) services that formerly provided the same programs on disc. The RC cassettes are playable only on units specially constructed for AFRTS. The inauguration of the RC eliminated the requirement for stations to circuit any radio programs.

Still another AFRTS-LA radio service goes to authorized FM outlets, the FM Library unit (FML). Easy-listening music is offered on 14-inch reels with subaudible tones for automated switching, or on 10 1/2-inch reels for use by Navy ships that wish a second channel of entertainment programming in the easy-listening format. All FML music tapes now contain a potpourri of music styles rather than only one type of music as in the past.

For ships, CINCPACFLT and CINCLANTFLT circuit managers notify AFRTS-LA when to begin, suspend, resume, or terminate program service, whether it be RT, RC, FML, or television units. The only AFRTS-LA program services that continue to ships not on active deployment or homeported overseas are the library units for radio (RL), FM (FML), or TV (TM); all other program services are expected to be used only outside the range of commercial U.S. television stations.

AFTV came to Navy ships in numbers through the Shipboard Information, Training, and Entertainment (SITE) closed circuit television program. The SITE program placed television stations aboard 139 Navy ships

OPTIONAL

AFRTS – LOS ANGELES RADIO TAPE PROGRAM SCHEDULE

RT 32-7 thru 43-7

TRACK	SUNDAY	MONDAY thru FRIDAY	SATURDAY
1A	**Spotlite**	**Spotlite**	**Spotlite**
	Salt Lake Tabernacle Choir	Charlie Tuna	Jazz Scene
	Celebration		
	Master Control	Jim Pewter	East of Eden
4A	Protestant Hour	American Disco	Wakely and Friends
	Amen Corner	Pete Smith	American Country Countdown
3A	**Spotlite**	**Spotlite**	**Spotlite**
	Ted Quillin	Roger Carroll	American Country Countdown (Cont)
	Playhouse 25	Coffee Break	Bill Stewart
2A	Love On the Rock	Coffee Break (Cont)	Bill Stewart (Cont)
	Rock Around the World	Gene Price's Country World	
1B	**Spotlite**	**Spotlite**	**Spotlite**
	American Top 40	Tom Campbell-Stateside	A Profile of . . .
		Bob Kingsley	Jeanie McWells
4B	American Top 40 (Cont)	Bob Kingsley (Cont)	Jeanie McWells (Cont)
		Hernan Quezada Escandon	Carmen Dragon
3B	**Spotlite**	**Spotlite**	**Spotlite**
	Jimmy Wakely	Don Tracy	Big Band Countdown
	Golden Days of Radio	Roland Bynum	Grand Ole Opry
2B	Adventure Theater	Roland Bynum (Cont)	The Whistler
	Best of Yesterday		
	Dick Clark's Music Machine	Wolfman Jack	Johnnie Darin

Repeat of programs recommended for 18 or 24 hour operation.

174.116

Figure 11-3.–AFRTS-LA radio tape program schedule.

between 1973 and 1976. An updated SITE-2 system replaces them and added additional ships. Mini-SITE, Sub-SITE, and R-LITE (Remote-Land Information, Training, and Entertainment) are SITE family systems aimed at filling more limited space, manning, and programming needs aboard small ships, submarines, and isolated shore facilities.

The commercial broadcasting industry in the United States has given AFRTS permission to reproduce and distribute their programs for use on authorized overseas AFRT affiliates. While DOD pays for the cost of reproduction and distribution, the payment of any performance fees or rights to the properties is waived by the industry. In return, DOD agrees to abide by the wishes of the distributors to restrict certain television programs from being shown on AFRT stations located in countries where such programs may be sold to commercial stations. DOD also agrees to safeguard the copies of all materials it distributes and to see that no unauthorized use is made of them and that they are destroyed at the end of the contractual period. AFRTS publication DP-1 outlines specific procedures that are mandatory for all AFRT stations in the distribution and handling of radio and television program materials. In addition, the Navy Broadcasting Service provides guidance in station administration and procedures to supplement the AFRTS publication.

COMMAND RESPONSIBILITIES

Responsibility for operation and manning of AFRT outlets is divided among the services. When a substantial portion of the audience of an outlet is joint service, the outlet staff may also be joint service. DOD designates the service to be responsible for staffing these outlets.

AFIS is responsible for contracts and agreements with American radio, television, and recording industries and their allied unions for program material and services essential to the successful operation of AFRTS. All other Defense Department components are specifically prohibited from negotiating for program materials or services from commercial broadcast interests both in the United States and overseas, except that stations may negotiate and procure with local funds news services, including news wire copy, transcribed actualities, photographs, and film clips for use on AFRT outlets. Requests for other services should be addressed to the Navy Broadcasting Service. Direct communication on AFRTS routine program matters is authorized between AFRT outlets and AFRTS-LA or Washington, with an information copy to NAVBCSTSVC.

ADMINISTRATIVE RESPONSIBILITIES

The Department of the Navy is assigned administrative and support responsibility for AFRT outlets in U.S. Navy ships and for a number of outlets ashore. Although the list changes frequently, November 1977 responsibilities were for all AFRT outlets in Cuba, Puerto Rico, Diego Garcia, Eleuthera, Grand Turk, Iceland, Midway Island, and Africa; AFTV outlets at Navy installations in Alaska, Australia, Antigua, Antarctica, and Barbados; and AFR outlets at Navy installations in Canada, Guam, Spain, and Taiwan.

The Director of the Navy Broadcasting Service (NAVBCSTSVC) has command responsibility for all these outlets, with the exception of ships. For afloat outlets, CINCLANTFLT and CINCPACFLT exercise administration and operational control for CNO in their respective fleets. The Director of NAVBCSTSVC also serves as CNO's Special Assistant for AFRTS under the Chief of Information, furnishing assistance, establishing policy, and issuing guidance for AFRT matters, via CNO, to the fleet commanders. The Director also funds for repair and return of SITE CCTV equipment through the Television Audio Support Activity in Sacramento.

AREA COMMAND RESPONSIBILITIES

The command designated to exercise operational control of more than one AFRT outlet delegates certain responsibilities. NAVBCSTSVC outlet officers or petty officers in charge of certain officers in command of isolated military activities, are assigned responsibilities by the Director, NAVBCSTSVC. The fleet commanders delegate certain of their responsibilities to type commanders who, in turn, delegate day-to-day operational responsibilities to commanding officers for outlets aboard their specific ships. CINCLANTFLT and CINCPACFLT instructions in the 5728 series govern AFRTS ships. The entire list of instructions, from DOD on down through the applicable chain of command to the station level, is not only mandatory reading, but is a necessity for each station manager's reference files.

Generally, the senior Journalist who acts as station manager can expect to be responsible for:

1. Providing the authorized audience with command information, news, current events, and selected entertainment programming via radio and/or television.
2. Supervising assigned personnel.
3. Fulfilling the needs of the local commanders, particularly the host commander (or ship's CO), by providing a tool which serves the best interests and concerns of the audience.
4. Determining station operating costs and requesting funding through the chain of command.
5. Overseeing cost effective management of all assigned resources.
6. Insuring the free flow of news and information to the authorized audience without censorship, propagandizing, or manipulation. Mature consideration must be given to materials which may be offensive to a host country (or visitors aboard ships) and may damage diplomatic relations, or materials which may adversely affect the security of our country. This should not be construed to permit the calculated withholding of unfavorable news.
7. Protecting AFRT materials from unauthorized use or reproduction which can result in the loss of usage rights for all AFRTS and personal prosecution for copyright infringement.

These are only a few of the major responsibilities. Specific wording and instructions will be found in the previously listed publications.

Unified/Specified Commands

Commanders in chief of unified or specified commands are responsible for insuring that the policies and objectives of the United States and the Department of Defense are served by operations and activities of AFRT outlets in their areas of command responsibility. This includes assuring that nothing inhibits the free flow of information to members of the Armed Forces, providing policy guidance to AFRT outlets, providing coordination guidance on matters which affect or relate to agreements with host countries, or regional treaty agreements to which the U.S. is signatory, and relaying such guidance as may be received directly from ASD (PA) on behalf of the Secretary of Defense. In addition, commanders in chief of unified or specified commands are responsible for establishing procedures to provide AFIS a current brief of subjects considered sensitive to host countries.

During the period of a declared emergency or implementation of contingency plans, a commander in chief of a unified or specified command may assume operational control of AFRT outlets to insure a coordinated command information effort and to broadcast special announcements and information to U.S. military personnel. Normally, however, they must operate through the outlet's chain-of-command.

Army and Air Force AFRTS

The Chief of Public Affairs, Department of the Army OCPA, exercises staff supervision over all the Army's AFRT facilities. OCPA is also responsible for Army overseas radio stations in the Army Reserve Program. With the outbreak of hostilities, these units can be mobilized to furnish radio coverage anywhere in the world.

The Secretary of the Air Force's Office of Internal Information (SAFOII) develops and provides overall Air Force policy in support of the AFRT mission. Staff supervision of AFRT operations and management for AFRT outlets under Air Force administration, control, or jurisdiction is exercised by SAFOII. That office also maintains liaison with AFIS on AFRT matters requiring DOD policy, coordination, approval, or assistance, and provides budget estimates for DOD-directed and approved actions relating to the improvement, upgrade, or alteration of the AFRT system. In addition, SAFOII reviews and defends the Air Force AFRT investment budget and validates AFRT requirements submitted by Air Force operating commands or field activities.

Detachments of NAVBCSTSVC serve under Army and Air Force commands in many parts of the world, furnishing manpower support through interservice support agreements.

EQUIPMENT INVENTORY

As directed by SECNAV, AFRT outlets ashore and afloat must keep a current inventory of all equipment on hand which is used in station operations. A copy of the initial inventory is forwarded directly to the Director of Navy Broadcasting Service (OP-007C), Department of the Navy, Washington, D.C. 20350.

SUPPLY MANUAL

The Television-Audio Support Activity (T-ASA), Sacramento Army Depot, publishes a *Broadcast and Closed Circuit Radio, Television and Audio/Visual Supplies and Equipment Supply Catalog.* This catalog lists major noun descriptions of all items managed, the *Federal Supply Code for Manufacturers (FSCM), T-ASA Manufacturers' Code Index,* and a sequence of formerly authorized Management Control Numbers (MCN's) in the "P" series that have been identified to National Stock Numbers. Included in this volume is a section titled "General Information" which describes, in detail, the procedures for submitting a supply requisition in accordance with MILSTRIP. Technical and supply manuals for the SITE family of systems, when published, as well as the T-ASA supply and equipment catalog may be obtained by writing the Chief, Television-Audio Support Activity, Sacramento Army Depot, Sacramento, CA 95813.

TRAINING MANUALS

Operator training manuals for the SITE family of systems, when available, may be obtained by writing the Director, Navy Broadcasting Service (OP-007C), Department of the Navy, Washington, D.C. 20350.

REPORTS

Most annual reporting requirements for AFRT stations have been computerized so that annual updates of information in the computer are all that are necessary to meet most AFIS and NAVBCSTSVC requests. Each station has been registered with AFIS, replacing the old Format A; annual printouts of this information are provided stations for the purpose of review and change. In addition, the DOD Audiovisual Annual Report (DD Form 2054) includes AFRT stations in a computer data bank. Requirement for annual submission of this report is contained in OPNAVINST 3150.26A. Together, these two reports provide a station profile that covers manning, programming, supply, services, fiscal planning, and product holdings. Also computerized is the AFRTS-LA inventory of library films for each station; annual accounting for titles of television films issued to stations is accomplished by methods outlined in AFRTS-LA DP-1.

Navy Broadcasting Service requires its stations ashore to submit monthly program schedules for TV and quarterly program schedules for radio.

A Special Usage Report will be required by AFIS only when circumstances dictate. When requested, station managers must report the following information directly to AFRTS-W and/or AFRTS-LA (info copy to NAVBCSTSVC) within 14 days after receipt of a Secretary of Defense special message:

Date or dates of local broadcasts of the program or event.

Local air times.

Source of broadcast, such as live from direct circuit or shortwave, tape delay, transcription, or film/VTR. Repeat airings should also be reported.

FHTNC RECORDING ASSISTANCE

If time and operations permit, AFRT outlets should assist local public affairs staffs in tape-recording Fleet Home Town News Center interviews and in helping to prepare radio/television scripts and shipboard programs for use by local commercial stations on the unit's return to the U.S.

RADIO-TV JOB CODES

Station managers, as directed by *PA Regs*, should frequently screen their Navy Journalist staffs to ascertain the possibility of requesting a Radio-TV Specialist code for qualified personnel. Numerous JO's have radio-television experience. In order that assignments may be effectively coordinated in this field, JO's must carry an NEC reflecting their ability. Insure that your JO's receive the code if they are qualified.

The primary NEC for radio-TV personnel is JO-3221, Radio-TV Specialist, which is available to JO's only. Journalists assigned their code must meet the requirements listed in Section II of the *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards*, NAVPERS 18068-D.

Navy Journalists with civilian broadcast experience, on-the-job broadcast training, and/or a strong desire to be a Navy broadcaster, who can satisfactorily pass a voice audition, are encouraged to obtain a JO-3221 NEC by attending the Information Specialist-Broadcaster course at the Defense Information School, Ft. Benjamin Harrison, Indiana. Applicants for the DINFOS course must be from the JO rating and have at least 20 months of obligated service remaining at class convening date. Graduates of the DINFOS broadcast course are awarded the JO-3221 NEC and are normally assigned to AFRT billets onboard ship or at numerous overseas locations. Journalists desiring to apply for the broadcast course should first submit a DINFOS scripted voice audition to the Radio-TV Section, DINFOS. If the audition is favorable, a special request form should then be submitted via the Commanding Officer and cognizant Manning Control Authority to the Chief of Naval Personnel.

NAVPERS 1221/1, available at local educational services offices, may be used for requesting NEC JO-3221.

Most Navy-operated AFRT stations are primarily staffed with JO-3221 personnel. However, you will sometimes receive rated JO's without any formal radio/TV experience or training. These people must be trained. Basically, in order to qualify for a radio/TV NEC, personnel must either be graduates of the Defense Information School's Information Specialist-Broadcaster course, have completed 1 year at a designated AFRT outlet, or have had a certain amount of civilian experience.

FUNDING

Each military department is responsible for programming management, budgeting, and funding for the administration, operation, and procurement of equipment and related supplies for AFRT networks and outlets assigned thereto. For Navy operated networks, this includes funding for associated equipment in outlets located on installations of another military service, whenever these outlets are within the geographical area of designated responsibility. In the implementation of the DOD resources management system and associated streamlining of fiscal management policies, funding and operational responsibilities for AFRT outlets and networks have been centralized for more efficient administration.

Particular responsibilities lie with the Director, NAVBCSTSVC for units ashore, and the commanders-in-chief of the Atlantic and Pacific Fleets for units afloat in their areas, for the following:

Programming management, provision of adequate personnel, and other resources necessary for the administration and operation of AFRT outlets and networks assigned in their respective areas of responsibility.

The maintenance and operation of associated equipment on installations of another military service where the Navy has area responsibility.

The procurement of radio and television equipment for AFRT outlets and networks is funded as an expense or investment cost according to the criteria set forth by the Secretary of the Navy.

ESTABLISHING PROCEDURES FOR AFRT OUTLETS

In the Navy, AFRT establishing procedures are divided into two major categories: Ashore and Afloat.

ASHORE

AFRT outlets ashore may be established outside the continental United States where commercial English broadcast speaking facilities are nonexistent or inadequate, and in any remote area where a requirement for such a communication medium can be demonstrated. The establishment of an AFRT outlet is contingent upon approval by ASD (PA). This approval is based on the fulfillment of specific requirements described below and the determination that the outlet can be supported with program materials.

When it is determined that there is a need for an AFRT radio or television outlet (prior to the investment of any funds), a request is forwarded to the Chief of Information as specified by SECNAVINST 1700.10B, change 2.

AFLOAT

With the commencement of the AFRTS Radio Tape service (RTs) in January 1974, all Navy active fleet ships were approved by DOD as AFRTS radio outlets. This approval includes future new construction (ships).

Many ships have become AFRTS television outlets under the SITE closed-circuit television program. All SITE ships, and other larger ships that had already obtained their own closed-circuit television systems before the establishment of the SITE program, were made AFRTS television outlets and receive AFRTS television programming materials when deployed from CONUS waters. Any queries or special requests concerning AFRTS affiliation for Navy activities should be directed to NAVBCSTSVC (OP-007C) in accordance with the SECNAVINST 1700 series.

INSTALLATION

Engineering and installation of new AFRT facilities are usually performed by the engineering division of T-ASA, by specially trained engineers from one of the services or, in some cases, by civilian contract engineers. Usually, engineering and installation of Navy AFRT facilities will be accomplished as a combined effort of the NAVBCSTSVC and T-ASA. It is T-ASA that is responsible for supplying all nonstandard commercial type broadcast equipment and replacement parts to all AFRT outlets with funds provided by the applicable service.

POLICIES

The policies that govern broadcasts over AFRT stations are found in SECNAVINST 1700 series, DODINST 5120.20M, and AFRTS-LA DP-1. Some of these policies are summarized below.

NEWS

Policies governing news broadcasts include the following. Military personnel and their dependents are entitled to a free flow of news and information without censorship, propagandizing, or manipulation. Frequent news broadcasts, consistent with good programming practices, assure that each member of the audience is afforded the opportunity to be kept informed. Generally, a minimum of 5 minutes of news each hour is offered by AFRT radio stations, with expanded newscasts during prime time where staffing permits. AFRTS-LA radio programs are formatted to provide for a 5-minute newscast each hour.

News broadcasts are factual and objective, accurate, and at all times, impartial. When newscasts are prepared from wire copy and read by local station personnel, attribution as to source must be given at the beginning and end of the program and care should be exercised to achieve balance. Newscasts from the U.S. commercial networks obtained through AFRTS-W provide AFRT stations with the easiest source of the latest news. In areas where official host government sensitivities exist, these newscasts are usually recorded, monitored for any sensitivities, and aired the following hour. If bona fide sensitivities are found in a network newscast, the material may not be edited out;

DOD agreements with the broadcast industry preclude editing in any way. In such cases, AFRT stations normally replace the network newscast with one read locally from UPI or AP wire copy, or substitute a previously recorded AFRTS-W newscast that is still timely but does not contain the sensitive material.

The free flow of information concept includes the commander's obligation to consider carefully broadcast material that may be offensive within the host country. In addition, any news or information that would adversely affect the security of the U.S., be of help or assistance to any enemy, endanger the safety of personnel, or undermine morale should not be broadcast. However, the calculated withholding of unfavorable news is not permitted.

Newscasts are to be based upon balanced coverage of principal developments and will not contain editorializing, analysis, or commentary. When opinions are quoted, the person or source will be identified.

News broadcasts should conform to the principles of good taste. Morbid, sensational, or alarming details not essential to factual reporting should be avoided. Likewise, news should be reported in such a manner as to avoid creation of panic and unnecessary alarm.

Newscast materials emanating from local AFRT outlets and networks based on news services obtained locally must contain appropriate attribution at the beginning and end of each newscast.

AFRT outlets or networks are not permitted to air programs of news analysis or commentary that have been locally prepared. Only such programs obtained from AFRTS-LA or AFRTS-W may be used, and then only after appropriate identification to distinguish them from straight news reporting.

Professional news media will be the principal source of AFRT news while AFRT outlets will concentrate on disseminating news. Coverage of local news events of interest to the military is not restricted by this policy; however, AFRT personnel will not engage in investigative reporting.

POLITICAL MATTER

Policies covering dissemination of political matter over AFRT stations include the following.

Factual political news from the United States must be made available by AFRT outlets and networks to military personnel stationed overseas. This news will be taken from nationally recognized United States news sources.

Political speeches may not be aired on AFRT stations unless provided by AFRTS-W or AFRTS-LA.

Equal time must be alloted to the presidential and vice presidential candidates of each of the major political parties during U.S. presidential campaigns. Addresses by presidential and vice presidential candidates must be scheduled during prime time with adequate advance notice of such broadcast to the overseas audience.

RELIGIOUS PROGRAMS

The Armed Forces Chaplains' Board selects religious radio and television programs that are sent to AFRT stations by AFRTS-LA and AFRTS-W. Stations are not authorized to accept religious program materials from any other source; however, local commanders may request origination of religious programs from the AFRT station serving their command. Questions concerning religious programs should be sent to NAVBCSTSVC for coordination with the Chaplains' Board.

LOCALLY PREPARED BROADCASTS

Commanders may authorize AFRT outlets under their command to originate local programs which are prepared, produced, or supervised by staff members of the outlet. Live or taped programs should reflect the highest standards of quality.

PROHIBITED BROADCASTS

No AFRT station may broadcast or rebroadcast any program sponsored by private or commercial interests or foreign governments, except those programs supplied or authorized by the American Forces Radio and Television Service. The prohibition does not apply to live broadcasts of local sport and special events which are prepared initially for broadcast over AFRT, and are presented by, or are under the supervision of, staff members of those stations. In certain instances, events or ceremonies broadcast by a foreign government network or agency may be deemed of sufficient cultural or informational value to warrant rebroadcast by AFRT stations.

In addition to the foregoing policies, there are policies governing AFRTS program materials–video and audio tapes, films, slides, and transcriptions.

Use or reproduction of AFRTS program materials for private or commercial purposes is prohibited.

Use of recorded materials (e.g., phonograph records, audio cartridges and cassettes, video cassettes or films) secured directly from commercial sources, military exchanges or private sources is prohibited on AFRT outlets.

TV films are not to be shown by direct projection.

Designated information transcriptions and films produced by DOD may be loaned to command information sections to support information programs.

STATION ORGANIZATION

In the time that broadcasting has been a business, radio and television stations have evolved a set pattern of organization. The organization is functional, and is independent of the type of station (radio or television), the size of the station, and the location of the station. The only instance where this organizational structure varies is in the field of noncommercial broadcasting. In noncommercial and AFRT broadcasting, operating revenues are derived from sources other than the sale of air time. A few years ago, there was no equivalent of a commercial station sales department in AFRTS. Now, however, AFRTS-W's Information Program Development Service staff members work partly as "salesmen" to "sell" information–and partly as "advertising account executives" who work with military officials to devise the most effective use of radio and television spots and programs to "sell" information programs. Local stations have a requirement to perform the same functions for local commands.

In most commercial broadcasting stations, there are four or five departments. These are: Sales or Advertising, Program or Operations, Engineering, Administration, and News. The trend in broadcasting is to make News a separate department. However, in some radio and TV stations, News is still a part of the Program Department, and as such the News Director reports directly to the Program Director/Manager. With the greater emphasis on news, the News Department has now taken on increased importance. Personnel and staffing levels differ widely from station to station. In smaller stations, one person will fill two or more job functions.

PROGRAMMING DEPARTMENT

The Programming Department is the creative heart of the broadcasting station. This department is responsible for the total output of a broadcast station's locally produced programs. The Programming Department will also develop master schedules that include locally produced programs and programs provided by AFRTS, schedule spot announcements and filler material, conduct audience surveys to evaluate service, and generally create a station's entire air personality. Personnel under the jurisdiction of this department include the following: announcers, program hosts, continuity and script writers, producers, and directors. The supervisor for this department is the Program Director, who reports directly to the Station Manager.

ADMINISTRATIVE DEPARTMENT

The Administrative Department is responsible for accomplishing the paperwork that a station requires. It prepares the daily log of broadcast operations (a legal requirement in FCC-licensed stations) and files these logs after the day's operations. Supply, film, and record libraries and clerical responsibilities fall in this area, as do staff personnel records and fiscal accounting. Smaller stations may not have an Administrative Department, in which case these duties will be handled by the Station Manager, Program Director, and Chief Engineer.

NEWS DEPARTMENT

The News Department is responsible for compiling, editing, writing, and presenting the news. This includes all local news and the national and international news that may be furnished from the broadcast wire services; and for television, inclusion of appropriate video support for these series. Most network affiliated radio stations leave the bulk of the national/international news reporting to the network, with the exception of some in-depth newscasts or worldwide roundups that they may put on the air themselves. This department is headed by the News Director who will either report directly to the Station Manager, if it is a seperate department, or to the Program Director/Manager, if the News Department is part of the Programming Department. The Sports Department is usually part of the News Department and the Sports Director will report directly to the News Director.

PROGRAMMING PHILOSOPHY AND MATERIALS

Loren F. Bridges, pioneer broadcaster and consultant for over 40 years, said: "Everything we are, everything we hope to be, and our reputation, goes out of our tower."

The Senior Journalist will inevitably be in a broadcast management position, frequently as the Petty Officer in Charge and sometimes as the only Journalist and source of expertise. All too often resources consist of less-than-state-of-the-art equipment in varying states of repair, part-time volunteer personnel without proper training or experience, and a facility that has been underfunded and undermanned for years. Removing those obstructions usually must precede any ability to establish a consistent broadcast operation, much less one of quality.

Since procuring programmed resources frequently requires more than a year's wait, and extensive replacements or additions more than that, you will be left to manage your mission with current resources, making your most urgent needs known to higher authority.

Consequently, maintaining the operation you inherit at its current level may damage or prolong your efforts to better it in the long term. Navy Broadcasting Service exists to help in these efforts and to give counsel on specific items that need attention. Hopefully, there will come a time when you can lend less effort to procuring and repairing the tools of the trade and begin to use them to accomplish the mission: to provide your audience with entertainment and your commanders with an effective information dissemination and morale building facility.

COMPOSITION AND NEEDS OF THE AUDIENCE

The paramount concern in programming the American Forces Radio and Television Station is the audience. To determine its composition and needs, a survey of personnel in the area is usually an effective tool. Here are some questions that might be answered by such a survey:

Which military services are represented?

Which service is dominant?

Other than radio and television, what sources of information are available?

What are the working hours of the installation?

Of leisure time, which periods are most popular for listening to radio or watching television?

Generally, what category of programs is preferred?

Generally, what category of programs is most disliked?

Specifically, which program titles are favorites?

Specifically, which program titles are least favored?

What type of music is desired?

What is the dependent population?

How many children, by age group, are involved?

To correctly survey, use established techniques. Break down the audience into its interest, age, ethnic, and other pertinent groupings, and establish through the personnel office what percentage of your audience each group constitutes so that your tabulations reflect your actual audiences. With this knowledge, programming can have valid objectives and can serve the best interests or purpose for which it is intended. Questionnaires developed by each station manager, or program director, can be designed for information relevant to the individual area. Analysis of the results of an audience survey can serve as an important key to successful program planning.

Due to the shifting of military personnel, the personality of an audience can change drastically; hence, it is advisable that 1 year be the maximum lapse between survey projects. In each case, the validity of a survey will depend partly on the number of questionnaires completed and returned. To this end, the format should be kept as simple as possible and each person polled should be made to feel that the responses will influence and affect program plans. Service to all categories is the watchword. Still, whether you are programming information or entertainment, the needs of the primary audience should receive the greatest attention. You must find the correct balance between these two aspects of programming. Audience surveys and measurement will be discussed in detail later in this chapter.

AVAILABILITY OF AFRT PROGRAM MATERIALS

The next step in program planning is to ascertain how much of the locally desired information and entertainment is available in the material received from AFRTS-LA and AFRTS-W, and how many of your station resources can be devoted to local production. Bear in mind that not using AFRTS-furnished programming requires justification to Navy Broadcasting Service and, in the case of information programs or materials, to AFRTS. The intent of the radio program packages is to provide programming and information that would otherwise need to be produced at each local station; the service saves manpower by eliminating duplication of effort. There are, however, valid requirements for local production, but usually not to replace a service already provided by AFRTS. These local productions require personnel and most outlets do not have any to spare. A survey can include questions that would indicate talented persons in the area who might be available as volunteer support.

Armed, then, with the composite picture of audience preference, program and local talent available, the Station Manager normally coordinates program plans with the staff of the command. Usually, the area Public Affairs Officer is designated to represent the command.

There can be no slide rule for programming for a military audience, which may be completely transient, static, or semistatic. Regardless of the audience type, one substantial fact is evident: the audience is composed of human beings who consider radio and television environmental parts of life, and programming service must be geared to fit their mode of living to the fullest extent. This, in the final analysis, will dictate the radio and television broadcast schedules. The station should never be used as a "plaything" for the staff, but as a responsible service to the audience and command.

In developing the daily program schedule, the radio or television Program Director finds the following commercial tools helpful in programming for the viewing or listening audience:

Classification booking.
Vertical or horizontal booking.
Block booking.

Classification Booking

This programming tool classifies listening and viewing hours as "A" and "B" hours. Class "A" will represent peak hours, when listeners and viewers are available in greatest numbers. The theory here is to give the audience what the majority of them want when they can listen and watch. Class "B" programs, therefore, will be those not as popular or pertinent which can be scheduled at other than peak listening or viewing hours.

Vertical or Horizontal Booking

The Program Director arranges segments of his schedule according to type of program—either vertically (1 day's broadcast period) or horizontally (a period of 2 or more consecutive days). Examples of this type of program booking are: Five western programs in one night (vertical programming) or one western program at the same time on five consecutive nights, Monday through Friday (horizontal programming).

Block Booking

This method, used by many radio and television stations, is the segmenting of a typical broadcast day into blocks. The broadcast day for a radio station may vary from 18 to 24 hours per day. The listening habits of an audience may permit a break of the daily broadcast schedule into the following segments: 0600-0800, 0800-0900, 0900-1100, 1100-1300, 1300-1600, 1600-1900, 1900-2400, 2400-0600. This blocking is dictated by the peculiarities of the duty hours and responsibilities of the military personnel.

The station Program Director discovers that the more suitable or desirable method of scheduling rests with the audience served; this is paramount for scheduling of all overseas radio stations. Also remember that a television operation, unlike radio, should be more critically geared to the off-duty time of military personnel. Other factors, such as available program supply, local talent, versatility of staff, and the capabilities of studio equipment are secondary in governing the television schedule. A typical broadcast day for television, therefore, will begin with sign-on at 1500 or 1600 each weekday and signoff at 2400, with a slightly longer telecast day on Saturday and Sunday.

PROGRAM BALANCE

The business of serving military personnel becomes a unique undertaking when one realizes the gamut of tastes which must be catered to by the American Forces radio or television stations. In an attempt to please as many viewers or listeners as possible—at least some of the time—the Program Director must make provisions for a balance of program types. Beyond the obvious categories of information and entertainment features, further breakdowns can be refined in specific types, such as:

News
Sports
Music
Comedy
Drama
Westerns
Religious
Programs for children
Features for women

In addition to the programmed shows, a balanced offering in types of music is also important and should be given careful study. To meet this requirement, Radio Library Units shipped weekly from AFRTS-LA provide a steady flow of music in several categories. They include:

P- Popular (Rock, Soul, Easy Listening, etc.)
SP- Semi-popular
C-Classical
W-Country & Western
CH-Children's
L-Latin
R-Religious
MB-Military Band
MISC-Miscellaneous (Comedy, Poetry, etc.)

Further production aids supplied to each station are libraries of production and music and sound effects transcriptions, musical logos (AFRTS, American Forces Radio, News, Sports, etc.), and comedy voice tracks. The continuous flow provides a growing station library which remains with each outlet and helps build a background of music types and special material to draw upon for record shows and other local productions.

In still another category, religion, balance can be met adequately for radio or television by utilizing the religious radio and television programs in the weekly program units supplied by AFRTS-LA. A series may be presented weekly, it may be shipped in alternate 13-week cycles with another religious series, or it may share time in the weekly omnibus radio series called BANNERS OF FAITH. Whatever the frequency of presentation, programs shipped will represent all denominations which supply chaplain personnel to the military services. Time can be made available to area chaplains for additional local programs, and short inspirational messages can be utilized to good effect at sign-on/sign-off periods.

In programming the AFRT station, the Station Manager, Program Director, in fact, all personnel connected with the outlet, have a serious responsibility for maintaining program standards. The radio or television station should consider itself an invited guest and realize listening and viewing are communal.

FM STEREO PROGRAMMING CONCEPT

American Forces Radio has traditionally programmed the broadcast day to please a wide range of interest, with the largest audience (generally the most youthful) receiving the greatest emphasis. FM stereo multiplex, providing excellent means for the transmission of middle-of-the-road programming, now makes possible a still more balanced service. In order to put FM stereo in operation, use of available manpower, ease of operation, programming requirements, and area of use were considered. The answer which meets all criteria is an automated station.

An automated station will work, in many cases, without additional personnel. In areas where personnel are at a minimum, it is possible to run round-the-clock programming and increase the effectiveness of the radio operation. The bulk of the programming (music) is pretaped and sent to the field in monthly library shipments.

Initially many broadcasters react negatively to the thought of automated radio. The criticisms most often heard are:

No "live" or "I am here right now" feeling for the listener.
Listener cannot identify with the program.
Puts people out of work.
Too perfect.
Too hard to maintain.
You know what's coming before it's played.

LIVE FEELING

Creative programming, is where you, the broadcaster, come in. It is up to you to create an on-the-air sound which is listenable.

IDENTITY

True, listeners cannot call in and request specific musical selections. However, AFRT-FM was never intended for that purpose. Identity, for the majority of listeners, is in liking what they hear. They listen when they want to, and turn off the set when they tire of listening.

ELIMINATION OF PERSONNEL

Automation provides better distribution of personnel, releasing them from control room shifts of 6 to 8 hours each day. It makes possible greater effectiveness, such as adding FM to an existing AM operation without additional personnel, and leaves skilled staff members free for other duties such as production, news features, continuity, writing, programming, and station administration.

PERFECTION

Some persons confuse mistakes with personality. Certain commercial stations even program apparent "fluffs" into the automation in the belief that it improves their sound. Others, however, are pleased to get the best mistake-free sound possible. It should be remembered that personality is up to the programmer.

MAINTENANCE

Maintenance problems will arise in automated stations. Humidity and temperature control are especially important, as is constant line voltage. Remember that proper handling and preventive maintenance prolong the life of any electronic equipment.

SELECTION

With proper use of the large amount of music provided, two given selections will rarely appear in the same musical sequence. Using the standard four music sources, as do most AFRT-FM automation systems, it would, in fact, be difficult to re-create a particular period of music programming in order. Additional variety in format and scheduling is limited only by the imagination and effort of the programmer.

LOCAL PRODUCTION

Local productions, tailored to the needs and desires of a locale, become the vehicle for the accomplishment of the AFRT outlet's prime mission—the successful presentation of command information—also local productions—can enhance the interface between the commander and his personnel by being good morale builders. Earnest effort should be made for a degree of professionalism which will satisfy the listening or viewing audience. These shows should supplement, not duplicate or replace, stateside features distributed by AFRTS.

Listeners and viewers will want, first, their favorite stateside programs. When a choice must be made between a program from home and a local production of unknown or dubious quality, it will always be desirable to schedule the more highly rated professional segment. Recognized local talent should not be discouraged, but used wisely, primarily in creating an effective information dissemination tool.

In order that the station successfully accomplish its information mission, a close identification must be established between the listener and the station. Implementation of this identification can be by use of local promotions, production spot announcements, timely interviews, and participation by local command personnel.

Amateurism in radio and television can be guarded against with careful preprogram planning. The mechanics are different, but basic general areas of activity are common to both media. These include writing, casting, rehearsing, timing, and staging. Above all, be critical. Your product is measured by your audience with the only yardstick they have—the professionally produced materials in the AFRT package.

WRITING

Writing is probably the most important tool in preprogram planning. Radio writing is greatly enhanced by the use of mood music and sound effects so blended as to provide pictures, thoughts, and action in the listener's mind. Television writing adds to these ingredients movement of a camera and performers, as well as the impact of the picture itself. In addition to sound, television writing presents action, depth, and color to the viewer and this makes it differ materially from radio writing. In either case, radio or television writing is vital and necessary to preproduction planning. Whether it is a formal script, an outline, or a series of notes, competent radio and television production personnel should not ignore writing in their preprogram planning.

CASTING

Casting is extremely important. A good script, program idea, or format can be nullified with a poorly selected performer. The viewer or listener expects professional quality.

REHEARSING

The key to smooth production for both radio and television is rehearsing. Unsure and faltering performers can be made less so with adequate rehearsal. This is particularly true in television, where the additional dimension of video is a complicating factor in establishing the final intricate composite of sight and sound. Adequate rehearsing before air time will blend all ingredients into a seemingly effortless and enjoyable pattern for the television viewer. The cardinal responsibility of the station Program Director is to make arrangement for sufficient rehearsal time for local offerings. If this prerequisite has been overlooked, the program should be cancelled, rather than run the risk of antagonizing an audience with poorly prepared material.

Locally produced radio programs also require preparation, although disc jockey shows are rarely rehearsed. Hosts of local programs need to spend time prior to air selecting their music, timing intros and outros, and planning the insertion of other program elements to assure a professional sound. It is especially important that they read over any copy that will need to be read live during the show. Nothing destroys a DJ's credibility so fast as stumbling through copy or flubbing the names of local places or proper names.

TIMING

Timing will distinguish the professional from the amateur. The timing of a radio or television program is an individual matter. Methods and procedures will vary with individuals controlling the program. The important consideration to remember is that an audience expects disciplined programming and nothing will aggravate viewers or listeners more than sloppily timed material. Station Program Directors should guarantee against infractions of timing by reiterating to station personnel that timing is an important step in the preprogram planning of their assigned units.

STAGING

Staging is important to radio only insofar as variety or audience participation programs are concerned. Where possible, these programs should be played before an audience, since laughter and reactions are contagious and sweep listeners into the program's spirit. Mounting or staging for these radio segments can be simple, but should present a pleasant and comfortable framework for the audience, with the stage being the focal point of interest. Staging for the television camera is of paramount importance, and for this reason, more time will have to be allocated in preprogram planning. In stations where radio and television are side by side, the alert Program Director will caution personnel against transferring radio formats or ideas to television without necessary adjustments for effective visual presentation of an idea. Television is a visual art; the viewer knows this and expects it, even in a local offering.

PROGRAM TYPES

Depending on talent and facilities available, a Station Manager should consider the following types of programs for local program building: audience participation, variety, dramatic, programs for children, special features for women, musical, and documentary.

Audience Participation

Audience participation may be an excellent opportunity for many types of programs; however, the cost in resources required to produce an acceptable show may be too high. At most commands, this type of program will be largely confined to competition of one form or another, especially when used on a regular basis. Two branches of service, or two units of an organization, may be pitted against each other. The show can become an off-duty attraction at the command's theatre or in an outdoor area. The microphones and cameras should be spotted carefully. The radio or television audience must be considered, as well as the captive audience. The competition can be centered around the identity of tunes played by an orchestra, definition of words, or questions of broad, general knowledge.

The simpler the questions, the better. The audience, in knowing the answers, will usually enjoy the attempts of contestants to think of them. Tangible prizes should be offered, such as theatre tickets, a weekend trip, candy, and the like. Beware of sponsoring or endorsing a product when awarding prizes. The audience will understand a station's inability to award elaborate prizes.

Variety

Variety shows are composed of various and frequently contrasting elements. Comedy and music are alternated; each act is complete in itself. Local production of such features demands high professionalism. If such talent is available, it should reach the audience in creditable style, or not at all.

Dramatic

For dramatic programs, moderately good acting, good scripts, and adequate technical arrangements and direction are important requirements. Dramatic programs should be plays written specifically for radio or television. The length will vary from 15 minutes to an hour. Shorter scripts should deal with one situation, one plot idea. These should usually build to a surprise or dramatic ending Longer scripts must sustain interest over a greater period of time and can consist of two or more basic plot variations or complications. Here again, a high degree of professionalism is required.

Programs for Children

If the size of the juvenile population warrants it, this type of local programming can make the radio or television station a vital part of the military community. The facilities available for audience participation and the production talent available, either on the staff or from the command, will determine the extent of this type of programming. A children's program may be a studio production involving a single microphone or camera and a single person. It may be an audience participation feature, involving multiple studio and stage facilities, as well as technical equipment and abilities. This specialized type of programming must be measured carefully and should be attempted only as talent and facilities permit doing well.

Personnel for this type of program should be carefully screened and auditioned. Knowledge of children, genuine interest, personality, and microphone technique or camera presence are important ingredients for the success of a children's program, particularly in the actual broadcast contest with youngsters. In addition, personnel conducting such programs, whether male or female, should elicit genuine acceptability from the juvenile audience. This factor will largely determine the wearing quality of a children's program.

A program which permits actual participation by children will usually be popular, but this demands the physical presence of the youngsters, which may have the effect of limiting attendance. Analysis by the program director and the station manager will determine if this is a factor to consider.

One cardinal rule to keep in mind regarding programs for children is to program the type of feature which best fits available facilities on hand and the needs of the command.

Special Features For Women

Frequently, a diversity of talent can be found among women's groups within the command. Women with professional experience in radio and television, and who can provide a daily or regular homemaker's show, are often available. There are others who are able to conduct interviews of general interest, and those who can conduct women's forum features. Such features provide entertainment and helpful information of interest to dependent women stationed within the command.

Radio and television are apt to be close companions to dependents of service personnel. Particularly where there are limited recreational facilities for dependents, broadcast facilities can be important diversions, if not a vital part of daily living. Women's shows require considerable creativeness. They cannot be merely chatty, if they are to survive. Women's shows generally should be 30 minutes in length, or less. A program which combines participation of both children and women should be worthy of consideration, providing, of course, the proper talent and direction are available.

Even in a small studio situation, a person with a pleasant voice or good camera presence and who presents program content of genuine interest can be a welcome diversion to women who are stationed with their husbands, far from home. The content of such programs should be attuned to the definite need.

Musical

Musical programs present peculiar problems. Unless there is a local professional musical group at the station's disposal, local groups should not be used in longer than 15-minute segments. Amateurs or semiprofessional musicians and soloists usually have not acquired the change of pace of seasoned performers necessary to sustain a 30-minute program. Live talent should be carefully auditioned, and with discrimination. A competent performer or musical group of any category—country, classical, or popular—deserves consideration, regardless of the musical preference of station personnel conducting the audition. Certain amateur talent will also have a special human interest element which should not be overlooked. For example, a handicapped person with special musical ability can be a real inspiration without being highly professional. Such abilities should be recognized, but not exploited.

Documentary

A documentary explores or explains a subject; it is an important program segment in carrying out the objectives of the internal information mission. But, no attempt at investigative reporting should be undertaken. There are two principal types of documentary programs: essay and drama.

ESSAY DOCUMENTARY.—The essay documentary is a narrative for the ear. It may be a lecture, an article, or a detailed discussion on a particular idea, rather than a story. The essayist in this type of documentary is usually a narrator. His voice keynotes, explains, and unifies all elements of the subject. Many times, dramatic scenes are incorporated to illustrate and point up facts the narrator is stressing. The use of actual people of a region, instead of actors in dramatic dialogue, can be employed effectively for authenticity. In certain instances, this technique has a distinct advantage over the use of professional actors. Sound effect patterns and recorded music underscoring to establish mood and set the scene for dramatic inserts also make effective production.

DRAMA DOCUMENTARY.—The drama documentary does not necessarily utilize a narrator to tie together all segments of a subject. Emphasis is on the story stemming from the basic idea projected and developed by the writer in a logical sequence of situations and characters.

NEWS PROGRAMMING

The dissemination of news is a most important aspect of the operation of AFRT outlets, second only to command information dissemination. Surveys reveal that audience interest in news programs is high; for many listeners it is their sole source of information regarding the news of the day.

In addition to direct voice and teletype news service reports from AFRTS-W, well-planned local news should be included. Working in cooperation with local public affairs offices, reliable local news sources should be developed, and tape recorders and cameras put to work as a regular, daily, functional part of the overall operation. As the only source of immediate news, you must exercise every effort to insure that your news staff develops a reputation for reliability and accuracy, without any indication of sensationalism, improper investigative reporting, poor taste, or involved detail. News production should be meaningful, smooth flowing, and authoritative.

News broadcasts should be considered and scheduled as anchor points in the daily schedule. News provides the skeleton for the programming framework around which other program-building aids are inserted. Broadcast times should not be changed once the best times have been determined.

If a story of major importance breaks, normal schedules can be disrupted, but the immediacy of radio and television should be used with discretion. Programs should be interrupted only when it is certain the interruption will best serve, and not unduly alarm, the audience.

Maximum use should be made of insert materials to keep news programs fast-paced and interesting; for example, brief recordings of personalities in the news inserted for radio and appropriate slides on still photographs with voice actualities added for television exposure. Care should be exercised not to give an item more time than it deserves simply because plenty of insert material is available. AFRTS-W voice transmissions are daily sources of such material.

Develop Logical Sequence

Newsstories should be arranged in logical sequence, which will help the listener or viewer to comprehend more fully and to follow the reports more easily. Several methods for sequential arrangement are useful; however, any or all methods may be employed in any news broadcast. Commonly accepted sequential arrangements include, but are not limited to:

A. Geographical
  1. United States–Washington, followed by east to west coast
  2. European news
  3. Canada and Mexico
  4. Africa
  5. Middle East
  6. Far East
  7. Latin America

B. Stories by Importance
  1. Headline Stories
  2. Military Audience Interest Material
  3. National
  4. International
  5. Local

C. Connected Stories
  1. Headline Story
  2. Worldwide Reaction
    (a) U.S. Reaction
    (b) European Reaction
    (c) African Reaction
    (d) Any Other Reaction
  3. Foreign Reaction to Another Story
  4. Contrast Story

These are only a few methods that may be employed to give a news program continuity. Careful thought and preparation will reveal some other valid methods to insure a high level of listener comprehension.

Headlines Recommended

In a 10- or 15-minute newscast, use of headlines is recommended. For example:

> "Here are tonight's news headlines: CONGRESS APPROPRIATES $123 BILLION FOR DEFENSE. NEW YORK YANKEES ON RAMPAGE AGAIN. These are the headlines. Now here are the details."

Immediately following should be a detailed exposition of the subject matter promised in the headlines. These details make up the body of the news broadcast and are followed with a closing, in which the stories headlined in the opening may be recapped:

> "You have just heard the 7 o'clock news roundup, compiled by the American Forces Radio and Television Station _______ from the wires of the (AP and/or UPI). Congress has just appropriated the largest peacetime military expenditure in history. The New York Yankees make it seven in a row—with just 10 days to go for the division title. Next news report at _______."

News Delivery

News should be read intelligently, with a delivery that is impersonal and unbiased. This does not mean that the personality of the newscaster should be suppressed. The news should be delivered in a straightforward, reportorial manner. Pacing should never lag enough to allow an audience to lose interest. Due to the time element involved in newscasts, every item should be concise and to the point, stressing the important factors involved.

It is imperative to rehearse news which will be read for radio or television. In this way the announcer will be assured that the listener or viewer is getting a comprehensive picture, instead of a jumbled mass of information. Many times there will not be an opportunity to look over and study the news thoroughly before approaching the camera or microphone. On these occasions, reading newspapers, looking up pronunciation of unfamiliar names, and keeping abreast of places currently mentioned in the news will stand the announcer in good stead and save much embarrassment, as well as spare the audience many unhappy and difficult moments of listening or viewing. Nothing destroys a news operation's credibility more quickly than the audience perceiving the newscaster is so unversed in current events as to mispronounce words. Nothing quite so vividly illustrates the station's non-concern with its audience.

Spot News and Features

Spot news and features are obtained from news teletypes or gathered by the radio or television staff from local sources. These are edited and aired in scheduled news blocks. In the case of local news items, alert station managers must overcome studio limitations by putting to good use the tape recorder or camera. In the case of a teletype news item with local significance or special interest to the area, it should be standard procedure, wherever feasible, to give the item depth by securing the local background as quickly as possible. Here again, the camera or tape recorder can be used to advantage. In the gathering of spot news and features, hometown newspapers, magazines, and periodicals should not be overlooked; however, be sure that proper attribution to the source is also reported. It must not be forgotten that an AFRT audience is made up of diversified likes, interests, education, and previous environments. All these factors must be taken into consideration. Programs must not be geared, for example, exclusively to personnel from large cities. Consistent with the needs of the area, items and features of rural interest should be included in order to present a well-rounded service.

SPORTS PROGRAMMING

Regular sports features should be an integral part of the radio or television schedule. They should include summaries, up-to-the-minute scores, team ratings, and player statistics.

For the scheduling of play-by-play accounts of stateside baseball, football, basketball, and other sports in season, the program notes and schedules mentioned earlier will be invaluable aids to sports programming. Television outlets are advised of games being shipped in television priority units by weekly message from AFRTS-LA. The messages will include the title of the event, stateside air date and running time (although in some cases approximate times are furnished in order to facilitate dispatch of the message before the program is edited into final form). Complete descriptions of these games are then provided in the corresponding Tele-Tips sent to each location by mail. Master schedules can be compiled from the weekly message, while promotional spots may be made from the Tele-Tips material.

In addition to play-by-play airings, sports features of an undated nature are also desirable. Feature programs could be developed, covering early history or records of boxing, football, or track. All sports news and play-by-play coverage should be offered as frequently as is consistent with the interest of the viewing or listening audience.

Local sports should not be overlooked. Even though much of the interested audience will attend accessible games, many are not close at hand. These are important events in the military community and they should occupy a key position on the local radio or television program schedule when staffing permits. Play-by-play accounts of these local sporting events, either by tape recorder or direct lines, should be assigned to the sportscaster who genuinely appreciates and knows the sport. The sportcaster for these local airings should always be accurate, alert, steady under pressure, and enthusiastic. If the event is being covered for radio, the motion of play should be translated into colorful, graphic phrases, creating with ease a series of direct, consecutive images for the unseeing audience. If the action is being called for the television camera, there should be an unobtrusive line of continuity, highlighting turning points in the action and assisting the viewer with action that might have been missed. The sportscaster should not dominate and overpower the camera; the role is a secondary one to assist both the camera and the viewer.

The experienced sports announcer must prepare thoroughly for a sports event. All the facts related to the event–the persons involved, their histories, their opinions, and their idiosyncrasies–are learned by the announcer before approaching the camera or microphone. This material is kept readily available and is passed on to the audience for their more enjoyable and comprehensive understanding of the sports event being brought to them. Before attempting a play-by-play description of a sports event, the inexperienced sportscaster should prepare by checking out the following four items:

1. Information concerning the event.
   What it is: Belmont Sweepstakes, etc.
   Who presents it: Belmont Race Track Association, etc.
   Why is it presented: National Championships, etc.
   When it is: Every spring, etc.
   Where it is: Belmont Park, etc.
   History: 76th Annual Running; who were winners in the past; interesting sidelights; how the event originated, etc.
2. Information concerning the contestants
   Who they are: Army, Navy, etc., football teams.
   History: Sporting records this year–through the years, etc.
3. Information concerning individual contestants
   Who they are: Joe Zilch, 225-pound tackle from Dubuque, Iowa, #17 jersey–strong on offense.
   Histories: Zilch is a junior, played for St. Mary's during freshman year, played high school ball in Texas, has blocked three kicks this season, lettered in track last season, etc.
   Idiosyncrasies: Zilch is a fiery-tempered screwball, thrown off the field for fighting in last game, always stands up on line before the shift to look at opposing team, etc.
   Opinions: Coach says Zilch promises to "murder" them, etc.
4. Information concerning related sports or social activities
   What it is: The Tournament of Roses, along with the Rose Bowl Game; halftime program, etc.
   Who is responsible: Personnel of Rose Bowl Committee, etc.
   Who participates: Name of Rose Queen, etc.

The foregoing checkoff list should not be the only tool at the sportscaster's disposal. Proper research and preparation before the event will result in a more listenable or viewable feature. Preparation extending over several days, such as pregame talks and discussions with coaches and players, is an additional device which will assist the sportscaster in being more articulate and informative at air time. Interviews with participants and coaches should be considered as part of this preparation for game time. This will also serve the purpose of instilling audience interest in the forthcoming event, as well as effectively promoting good relations within the military community. Questions for these interviews should be so planned as to prevent undue rambling. Guests, at all times, should sound, or give the appearance of being, completely relaxed, and questions should be what the fans would likely ask, rather than what the sportscaster personally thinks should be asked.

SPECIAL EVENTS PROGRAMMING

Special events are local features prepared outside the radio or television studio. They usually include activities of local interest to viewers or listeners, such as a native celebration, a religious ceremony, or a fashion show for serviceman's wives. Coverage of such events by the television station will have understandable limitations, for the simple reason that remote equipment will not always be readily available. However, the feasibility of filming these events for later release, either in their entirety or as inserts, should be thoroughly explored along with some station capabilities for portable video tape recording. The audience usually benefits from such enterprising anticipation of their needs and desires. Covering such events by radio, even from remote points, by direct lines or tape recorder is relatively simple. This coverage should also be anticipated well in advance, with particular attention to the technical aspects of the pickup.

In planning a special event coverage, the assigned director, announcer, and technical personnel should work out details as a team. Surveying the site of the event beforehand, contacting the proper authorities for necessary permissions, and checking out equipment in a dress rehearsal will pay off in dividends of professional-like quality. If interviews are involved, the director, writer or announcer should contact the people to be interviewed and ascertain areas to be covered by the questions. Remember that the justification for an interview is primarily a story, not just casual, unrehearsed sound. When assigned to cover a special event as an announcer, you should:

Orient yourself to the audience and location of the event.

Be aware of what's happening around you.

Relate each sentence to the one which precedes it.

Speak in simple sentences.

Develop an exact, imaginative vocabulary.

Be familiar with the professional terminology of the event to which you are assigned.

Be accurate.

Avoid cliches and speech mannerisms.

Prepare thoroughly before an assignment.

Listen to recordings of your ad-lib work and check it for clarity, vividness, interest, variety, and accuracy.

When possible, compare your recordings with the work of professionals in the field.

Practice, by describing aloud, everything you see.

VOLUNTEERS

Broadcasting is one of the few assignments in the Navy where avid volunteers will be willing to do your job. It is the station manager's responsibility to establish a volunteer policy which includes procedures which will effectively maintain control and supervision.

If your station uses volunteers, an effective screening process should be established to select candidates who are serious about broadcasting. All candidates should be given an audition which will give you some idea of their voice quality, knowledge of equipment, pronunciation, and above all, potential for quick training and ability to increase the professional level of the station. A working agreement with the candidate's supervisor should also be initiated.

Station operating procedures must include guidelines governing volunteer responsibilities and conduct. Volunteers should commit themselves to abiding by these guidlines before being accepted by the station. A volunteer should not be used by an overseas Navy station unless a person permanently assigned to the station is on duty in a supervisory capacity. Control must also be established over visitors to the station so that the broadcast facility does not become a haven for shipmates to lounge in during off-duty hours.

AUDIENCE MEASUREMENT

An often forgotten aspect of an American Forces radio or television station is the measurement of its coverage and its audience. Measuring a station's coverage and impact on viewers or listeners is vital to its continuing effectiveness and should not be overlooked by an otherwise energetic and competent staff.

The first step in measuring the size of an audience for a radio or television program is to determine the listening area of the broadcasting station. This type of survey, called a measurement of station coverage (commercially known as area of dominant influence) defines the area in which the signal of a particular station can be heard. Coupled with a count of the population and the number of receivers, the coverage information will tell how many people can hear or see the program if they all tune in.

MEASURING THE STATION'S COVERAGE

At first thought, it might seem that determining the area in which a particular station can be received is a comparatively simple problem, but when the vagaries of reception from day to day–interference by other stations and the influence of weather and terrain–are considered, you can see that even this measurement can be only an estimate. Three principal methods are now in use. These methods are described below in terms of radio, but they can also be applied to television.

Field Strength Survey

The field strength survey method consists of taking a field strength meter out into the field to determine the listening area of a station. The strength of a signal coming from the transmitter is carefully measured at various points in the area surrounding the station. When this strength falls below a previously determined minimum strength, it is presumed that satisfactory reception will not take place. A circle or contour drawn through these points of minimum strength encloses the primary coverage area of the station. In order to establish the secondary and testing coverage area, the survey is continued beyond this point until the signal disappears entirely. A contour map summarizes the information by indicating in graphic form the various coverage boundaries.

Mail Analysis

A second method of determining coverage is to analyze the mail received by a station. Often the writing of letters and cards is motivated by special offers on certain programs. On the assumption that the station can be heard at all points from which mail is sent, the coverage of the station is indicated by plotting the most distant of them, then drawing a contour line. It cannot be taken for granted, however, that because an occasional faraway listener hears a program, the station has coverage of the area. A rare atmospheric condition or an unusual receiver may have accounted for this reception.

Ballot Method

A third method of measuring the station's coverage is to send ballots to persons who have been selected to represent an area geographically, socially, and economically. These persons are asked which radio stations they listen to, and when and in what proportion their listening is divided among the various stations. Analysis of these responses illustrates the various coverage areas of stations and networks for both day and night. This method can be consolidated into network or station samplings of audience listening habits and attitudes.

NOTE: Both the mail and ballot methods measure only the portion of the potential audience receiving ballots who were interested enough to return them, while the field strength survey merely indicates the station can be heard. To establish their coverage area, stations should conduct direct or telephone sample surveys and correlate information gained from the field strength surveys.

MEASURING THE STATION'S AUDIENCE

After measuring the size of an audience for a radio or television program, you should then determine how many of the available audience actually hear or view programming and their reaction to it. A number of methods have been worked out which develop this information through the use of sampling techniques. In general, these measurements indicate the comparative popularity of a program in relation to others on the air, and from this the actual audience can be estimated.

Audience coverage information is used by commercial stations and networks to prove that programs broadcast from their facilities are potentially capable of gaining an audience of a certain size. They also provide data about audience attitudes toward programming. Methods range from informal ones, such as mail analysis, to highly accurate random samplings using formal survey techniques.

Informal Methods

The earliest method of determining the audience for a particular broadcast was to make an estimate, based on the number of letters sent in by listeners—the assumption being that the more letters received by a program, the larger the audience. Before the development of modern measurement systems, a letter was often the only tangible evidence that anyone was listening and the number of letters received by a particular program had a great deal to do with whether it stayed on the air. Unsolicited mail response is minimized by experts as an accurate measure of the audience because no one has ever been able to determine what proportion of the people tuned in actually write to stations. A large number of persons have never written a letter to a station in their lives. The general belief that fan mail writers tend, in general, to be a small and unrepresentative part of the population casts a doubt on the validity of the mail count as a measure. As a result, more accurate methods have replaced the counting of letters in larger stations and networks, though fan mail can still be the basis for estimating immediate reaction (usually representing extreme pleasure or displeasure) to programming.

Personal contacts by station personnel can be a valuable input, if properly recorded. Such contacts may occur "on the air" by phone, when on remote broadcasts, or even when participating in off-duty activities. A simple record of what specific programming was mentioned, whether of a favorable or unfavorable nature, and the time and date of contact, provide a general reaction. Over a period of time, such cards can be gathered and analyzed. This "unobtrusive" method of getting audience reaction is approximately at the same level of reliability as unsolicited mail.

Advisory committees, either ad hoc or formal in nature, can provide "ears" for stations. Composed of selected personnel, identified as being aware of and able to relay the objective opinions of others, the advisory committee can provide valuable current information to station managers not provided by either of the above methods, and on a much more current basis than personal surveys. Those selected should cover a wide range of backgrounds and should have in common the ability to meet and converse freely with many people. No formal tabulations are maintained, but in periodic meetings the panel can provide station personnel with feedback from audiences.

Formal Methods

There are several basic methods for obtaining measurements of the size or attitudes of radio or television audiences. Each is used by various commercial broadcast measurement firms.

DIARY METHOD.–The diary method requires that selected persons keep a written record or log of programs which they have viewed on television or listened to on radio. This may include the number of listeners or viewers of each program.

BROADCAST RECORDER.–The broadcast recorder is an electronically or mechanically activated device which automatically indicates the use of an individual set, indicating where it is tuned by frequency or channel.

PERSONAL METHODS.–Personal methods of determining information about a program audience include these:

COINCIDENTAL. Coincidental interviews are made in person during a given program or time period. Respondents are queried regarding their viewing or listening at the moment of a personal call.

ROSTER RECALL. Personal roster recall interviewers show a list of programs to respondents who are asked to indicate what programs they have been exposed to during a specified time span.

UNAIDED RECALL. Personal unaided recall is a method which requires interviewers to ask respondents about programs which they may have watched or listened to during a preceding time period. Unlike the roster method, the personal unaided recall uses no list of programs. It depends entirely on the respondent's memory.

TELEPHONE METHODS.–The coincidental method employs the same principles as the personal coincidental method except that interviews are made by telephone.

The telephone recall method uses the same principles as the personal unaided recall method except that a telephone is used.

CROSS-SECTION SURVEYS.–Cross-section surveys, of various types, are the most commonly used and the most widely abused. There are three ways to select the group to be surveyed:

PROBABILITY SAMPLE. Those to be questioned are selected at random, using one of several methods; such as, mechanically picking each nth name from a roster or by computer selection of specific social security digits.

QUOTA SAMPLE. There is an existing awareness of characteristics of the audience in question–age, sex, occupation (military job specialty), income (pay) level, etc. Questioning is then accomplished by quota in proportion to these characteristics.

AREA SAMPLE. Geographic areas are selected, then units within that area are selected randomly.

In addition to the methods described above, cross-section surveys can be accomplished under controlled testing conditions, or by mail. The use of mail is an economical method, but there is a problem in insuring that the returned questionnaires are representative of the audience being surveyed. Careful management can minimize this danger.

It is not the purpose of this section to enter the controversy regarding the relative merits of the various audience and measurement techniques used by commercial broadcasters. Their methods have been briefly outlined merely for purposes of background study and possible application in one form or another.

It should be obvious that automatic devices–such as the Audimeter– and expensive contracted methods normally will not be available to AFRT networks and stations. It will be necessary, therefore, to adapt and adjust to other methods, such as cross-section surveys by mail, personal interviews, and in some instances, telephone surveys.

If the local situation permits, telephone surveys can be effective and useful for determining relatively simple facts. Any telephone interview should be brief, and used to elicit only essential information.

Experience within the Department of Defense has shown that AFRT networks and stations most often rely on some form of mail-back survey. It is so widely used that a brief description is in order. The flow of information on AFRTS program materials is two-way. AFRTS needs to know which materials are most popular, and which are least popular, with audiences. Four times a year, outlet Program Directors are asked to rate the popularity of individual items in the radio packages by filling out a card like that in figure 11-4. Care should be taken to assure that the popularity ratings reflect listener preferences to the greatest extent.

THE QUESTIONNAIRE

Care is needed in preparing questionnaires, either for mailing or for personal or telephone interviews. Follow these important rules.

Ask only for data that is needed. Too often extraneous information is added, which only contributes to confusion and lessens the percentage of completed returns.

Do not ask for information that is already available from other sources.

Ask only for information that informants can supply from their own knowledge.

Make the questions simple. Put only one idea in a question.

Do not ask for personal or confidential information.

Adjust length of questionnaire to information desired and type of informants.

Make minimum use of free or open-end questions, which are difficult to tabulate. Use them only if there is a special need.

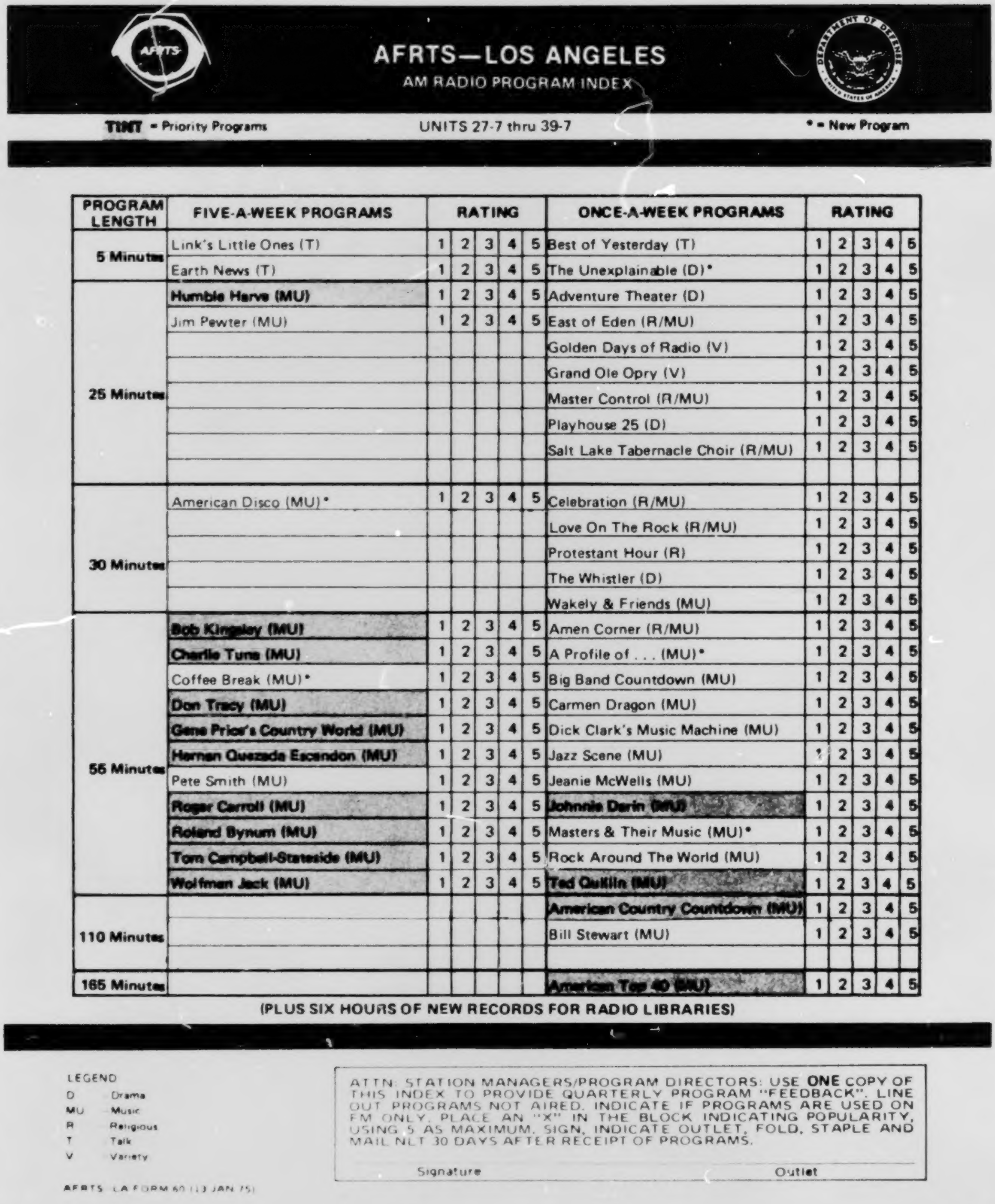
In order to make the questionnaire compatible to easy coding, if computer processing is anticipated, number questions consecutively regardless of the variety of categories used. This will avoid any confusion when allocating coding columns or computer card columns to the various questions. For the same reason, make maximum use of structured questions that provide the various response choices.

AFIS plans to undertake a research program that will give it all levels of military command, and the individual outlets a tool for making programming and production decisions. When this program is implemented, overseas audiences will be measured through standard methods that include computer compilation and analysis of results.

Although there is no hard and fast rule on how often to conduct audience studies, it is generally felt that they should be conducted no more often than annually.

ADMINISTRATIVE AIDS

Good management procedures should not be ignored or overlooked under the pressure of programming and technical functions of an AFRT outlet. Because proper administrative procedures are necessary for efficient management, this section will concentrate on administrative aids and management tools which will greatly assist in the orderly conduct of day-to-day business at an AFRT station.



AFRTS—LOS ANGELES
AM RADIO PROGRAM INDEX

TINT = Priority Programs

UNITS 27-7 thru 39-7

* = New Program

PROGRAM LENGTH	FIVE-A-WEEK PROGRAMS	RATING					ONCE-A-WEEK PROGRAMS	RATING				
5 Minutes	Link's Little Ones (T)	1	2	3	4	5	Best of Yesterday (T)	1	2	3	4	5
	Earth News (T)	1	2	3	4	5	The Unexplainable (D)*	1	2	3	4	5
25 Minutes	**Humble Harve (MU)**	1	2	3	4	5	Adventure Theater (D)	1	2	3	4	5
	Jim Pewter (MU)	1	2	3	4	5	East of Eden (R/MU)	1	2	3	4	5
							Golden Days of Radio (V)	1	2	3	4	5
							Grand Ole Opry (V)	1	2	3	4	5
							Master Control (R/MU)	1	2	3	4	5
							Playhouse 25 (D)	1	2	3	4	5
							Salt Lake Tabernacle Choir (R/MU)	1	2	3	4	5
30 Minutes	American Disco (MU)*	1	2	3	4	5	Celebration (R/MU)	1	2	3	4	5
							Love On The Rock (R/MU)	1	2	3	4	5
							Protestant Hour (R)	1	2	3	4	5
							The Whistler (D)	1	2	3	4	5
							Wakely & Friends (MU)	1	2	3	4	5
55 Minutes	**Bob Kingsley (MU)**	1	2	3	4	5	Amen Corner (R/MU)	1	2	3	4	5
	Charlie Tuna (MU)	1	2	3	4	5	A Profile of . . . (MU)*	1	2	3	4	5
	Coffee Break (MU)*	1	2	3	4	5	Big Band Countdown (MU)	1	2	3	4	5
	Don Tracy (MU)	1	2	3	4	5	Carmen Dragon (MU)	1	2	3	4	5
	Gene Price's Country World (MU)	1	2	3	4	5	Dick Clark's Music Machine (MU)	1	2	3	4	5
	Hernan Quezada Escandon (MU)	1	2	3	4	5	Jazz Scene (MU)	1	2	3	4	5
	Pete Smith (MU)	1	2	3	4	5	Jeanie McWells (MU)	1	2	3	4	5
	Roger Carroll (MU)	1	2	3	4	5	**Johnnie Darin (MU)**	1	2	3	4	5
	Roland Bynum (MU)	1	2	3	4	5	Masters & Their Music (MU)*	1	2	3	4	5
	Tom Campbell-Stateside (MU)	1	2	3	4	5	Rock Around The World (MU)	1	2	3	4	5
	Wolfman Jack (MU)	1	2	3	4	5	**Ted Quillin (MU)**	1	2	3	4	5
110 Minutes							**American Country Countdown (MU)**	1	2	3	4	5
							Bill Stewart (MU)	1	2	3	4	5
165 Minutes							**American Top 40 (MU)**	1	2	3	4	5

(PLUS SIX HOURS OF NEW RECORDS FOR RADIO LIBRARIES)

LEGEND
D - Drama
MU - Music
R - Religious
T - Talk
V - Variety

ATTN: STATION MANAGERS/PROGRAM DIRECTORS: USE **ONE** COPY OF THIS INDEX TO PROVIDE QUARTERLY PROGRAM "FEEDBACK". LINE OUT PROGRAMS NOT AIRED. INDICATE IF PROGRAMS ARE USED ON FM ONLY. PLACE AN "X" IN THE BLOCK INDICATING POPULARITY, USING 5 AS MAXIMUM. SIGN, INDICATE OUTLET, FOLD, STAPLE AND MAIL NLT 30 DAYS AFTER RECEIPT OF PROGRAMS.

Signature ____________ Outlet ____________

AFRTS - LA FORM 60 (13 JAN 75)

174.117

Figure 11-4.—Quarterly survey card.

TRANSCRIPTION AND FILM LIBRARY

Transcriptions and films permanently retained in station libraries are actually on loan from AFRTS-LA. They were acquired through contractual commitments with the owners of the properties solely for authorized use on AFRT stations. They remain extremely valuable properties to their owners, and stations have a directed responsibility to protect them from both unauthorized usage and duplication. No AFRTS program materials may be loaned, taken home, or used for any purpose other than preview or airing at AFRT stations. Copies of these programs may not be made even for seemingly bona fide usage (dependent schools, the service club, and so on). As an aid toward carrying out responsibility for protecting these accountable holdings, the Issue Sheets illustrated in figure 11-5 are suggested.

Cataloging

Although cataloging is a tedious and time consuming process, it is very important for a smoothly running radio or television station.

TRANSCRIPTION LIBRARY
DAILY ISSUE SHEET

All issues of recordings will be entered on this Daily Issue Sheet. There will be no exception, regardless of purpose, length of time or person involved. Discs will not be taken outside the building at any time, except by a special authorization of OIC, which will be noted below. All records issued, and not included in record shows for broadcast on THIS DATE, will be returned to the library by 5:00 PM on day covered by this Issue Sheet.

Selection and issue of records will be made ONLY by the Transcription Librarian.

DAY. . . . . DATE. . . . .

RECORD NO.	TITLE	TIME OUT	DESTINATION	TIME IN	REMARKS	SIGNATURE

FILM LIBRARY
DAILY ISSUE SHEET

All issues of film will be entered on this Daily Issue Sheet. There will be no exception, regardless of purpose, length of time or person involved. Film will not be taken outside the building at any time, except by special authorization of OIC, which will be noted below. All film issued, and not included in programs for broadcast on THIS DATE, will be returned to the library by 5:00 PM on day covered by this Issue Sheet.

Selection and issue of film will be made ONLY by the Film Librarian.

DAY. . . . . DATE. . . . .

RECORD NO.	TITLE	TIME OUT	DESTINATION	TIME IN	REMARKS	SIGNATURE

174.118

Figure 11-5.—Daily Issue Sheets for transcriptions and films.

Proper cataloging and accounting of films and transcriptions in a station's permanent library provide a well-rounded station operation and discourage "off-the-top" programming which usually overlooks a wealth of material on hand. All radio and television program directors should be thoroughly familiar with material at their disposal, and they should make periodic reviews to insure that the filing system adopted by their station is working and that all personnel are using available materials for the purpose for which they are intended.

It is not necessary to have an intricate cataloging system for either films or transcriptions. The system can and should be simple, designed to fill the needs of a particular radio or television station. The key to whatever system is used is that it be kept up to date with

TITLE INDEX CARD RADIO LIBRARY

WHAT A FRIEND WE HAVE IN JESUS	P-13379
Franklin, Aretha	6:01 (:10)

ARTIST INDEX CARD RADIO LIBRARY

FRANKLIN, ARETHA	P-13379
Mary, Don't You Weep (with intro)	7:28 (:00)
What A Friend We Have In Jesus	6:01 (:10)
Precious Lord, Take My Hand/You've Got a Friend	5:46 (:00)

TITLE INDEX CARD FILM LIBRARY

VOICE IN THE FOG, A 24:58 Program No. 11-11-57

SERIES: Four Star Anthology
Jack Lemmon
TYPE: Mystery
REMARKS:

ARTIST INDEX CARD FILM LIBRARY

LEMMON, JACK Program No. 11-11-57

TITLE: A Voice In The Fog 24:58
SERIES: Four Star Anthology
TYPE: Mystery
REMARKS:

174.119

Figure 11-6.—Cross-index cards for transcriptions and films.

current shipments of library films or transcriptions. Do not let this function fall behind by even one week. Cataloging is usually divided into a number of categories, but a cross-indexed division by title, artist, and type will be sufficient for the average station's needs. AFRTS-LA provides title cards and artist cards with each Radio Library (RL) shipment. In addition to title and artist identification, the cards indicate music category, length of selection, length of introduction (in parentheses), and unit in which transcriptions and cards were received. The music category indicator is the letter prefix to the transcription number in the top right-hand corner of each card (i.e., P-Popular; W-Country and Western; C-Classical). Samples of cross-index cards for both transcriptions and films are shown in figure 11-6. AFRTS-LA provides a record of the Television Library films issued to each outlet, amending and re-issuing corrected printouts as changes occur. The station must inventory its library annually, check it against this listing, and report any discrepancies to AFRTS-LA. The station copy of this listing can be used as a film programming aid once corrected.

Type Index Card System

The type index card system can be developed by filing title and artist cards according to type. If it is more desirable to establish an independent filing system for this purpose, separate cards can be prepared, similar to the title and artist index cards. This supplementary filing system will prove useful and practical when a particular type of film or transcription is desired.

MASTER SCHEDULE

The AFRT station's Master Schedule is prepared from the list of programs for radio and suggested program schedules for television which are provided regularly by AFRTS-LA. Each local Master Schedule (figs.11-7 and 11-8) should contain the following information:

Name of program.

AFRTS Program number or production date/episode number.

Day and time of broadcast.
Length of each program.
Source of program.

WEEKLY SCHEDULE

The Weekly Schedule is used primarily for publicity purposes, for release to local military and civilian publications, for reproduction and distribution within the command, or for such other methods of dissemination as the commander may direct. The following information should be included in the Weekly Schedule:

Name and type of each program.

Title or subtitle of episode.

Day and time of broadcast.

Length of program.

Names of star performers and such other information as may be of interest to the audience.

The Weekly Schedule is prepared from the Master Schedule with codes and operational information deleted. Use of unit packing lists in compiling this schedule will assure accurate running times. Program highlights are also included for the purpose of attracting viewers or listeners. Information about programs in the television units is obtained from the weekly AFRTS publication *Tele-Tips*, which contains program synopses, episode titles, and listing of major stars. One *Tele-Tips* is published for each category of television service–TW, TPA/TPB and TD. Radio's companion publication, *Radio Roundup*, is no longer furnished; information concerning new radio programs will be provided by AFRTS at the beginning of each quarter.

Program comments used for promotion purposes should be brief and to the point. For example:

More hits this week on American Top 40. Featured this week–"Rubberband Man" with the Spinners; Glen Campbell sings "Southern Nights." "Love Theme from 'A Star Is Born'" with Barbra Streisand; and many others.

Station	AFRT, JONES ISLAND		(Sample --
Frequency	1480 KHz	MASTER SCHEDULE	partially
Power	250W	RADIO	completed)

LOCAL TIME	SUN	MON	TUES	WED	THU	FRI	SAT
0600	News S	News S	News S	News S	News S	News S	News S
0605	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL
0700	News-S	News SW	News SW	News SW	News SW	News SW	News SW
0705	Music for the Soul RC						
0715		The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL	The Morning Show S-RL
0730	Banners of Faith RC						
0800	News-S	News-S	News-S	News-S	News-S	News-S	News-S
0805	Silhouette RC	Roger Carroll RC	Roger Carroll RC	Roger Carroll RC	Roger Carroll RC	Roger Carroll RC	Jimmy Wakely RC
0830	Master Control RC						
0900	Protestant Hour RC	News-S	News-S	News-S	News-S	News-S	News-S
0905		Jim Pewter RC	Jim Pewter RC	Jim Pewter RC	Jim Pewter RC	Jim Pewter RC	American Top 40 AT 40
0930	Salt Lake Choir RC	American Disco RC	American Disco RC	American Disco RC	American Disco RC	American Disco RC	
1000	New-S	News-S	News-S	News-S	News-S	News-S	News-S

Code:
S - Studio
RL - Radio Library
RC - Radio Unit (Cassette)
SW - Shortwave
AT40 Priority Tape

174.120

Figure 11-7.—Master Schedule, Radio.

MASTER SCHEDULE
TELEVISION

STATION ABCD
CHANNEL 8
POWER 200W

LOCAL TIME	SUN	MON	TUE	WED	THU	FRI	SAT	SOURCE
1100 1115 1130 1145	TEST PATTERN							S
1200 1215 1230 1245	CHRISTOPHER CLOSE-UP #14 CHAPLAIN CORNER						TEST PATTERN	S
1300 1315 1330 1345	ALL STAR GOLF (F) 10-9-77	TEST PATTERN (S)	TEST PATTERN (S)	TEST PATTERN (S)	TEST PATTERN (S)	TEST PATTERN (S)	BASEBALL (VTR) 9-26-77	
1400 1415 1430 1445	WIDE WORLD OF SPORTS (VTR) 10-3-77	OPEN HOUSE (S) CARTOON S113 (F)	OPEN HOUSE (S) SKY KING 1002 (F)	OPEN HOUSE (S) CARTOON J125 (F)	OPEN HOUSE (S) SESAME STREET #361 (VTR)	OPEN HOUSE (S) CARTOON M567 (F)	BASEBALL (VTR) 10-2-77	
1500								

CODE:
F - Film
S - Studio
VTR - Video Tape Recording

174.121

Figure 11-8.—Master Schedule, Television.

Join host Casey Kasem as he runs down the American Top 40 Saturday at 9 p.m.

DAILY OPERATING SCHEDULE

The Daily Operating Schedule is prepared at least 24 hours in advance and is used for information and instruction of station operating personnel. (See fig.11-9.) It includes the following information.

Name and type of each program and each announcement.

Time of broadcast in minutes and seconds.

Length of broadcast in minutes and seconds.

DAILY OPERATING SCHEDULE
RADIO

Transcription
Unit # ______________________________ Sunday, ______________ 19___

TIME		PROGRAM	SOURCE
ON	OFF		
05:57:00	05:59:15	NATIONAL ANTHEM - Sign On	B
05:59:15	06:00:00	***Program Notes (:45)	B
06:00:00	06:04:30	NEWS	A
06:04:30	06:05:00	***Absentee Voting Reminder (:30)	B (ET-AFRTS)
06:05:00	06:29:15	SUNRISE SALUTE	B (MTL-AFRTS)
06:29:15	06:29:45	***Church Announcements (:30)	B
06:29:45	06:30:00	***Station Identification & Weather	B
06:30:00	06:44:30	Morning Melodies #14	A (ET-AFRTS)
06:44:30	06:45:00	***Safe Driving (:25)	B

DAILY OPERATING SCHEDULE
TELEVISION

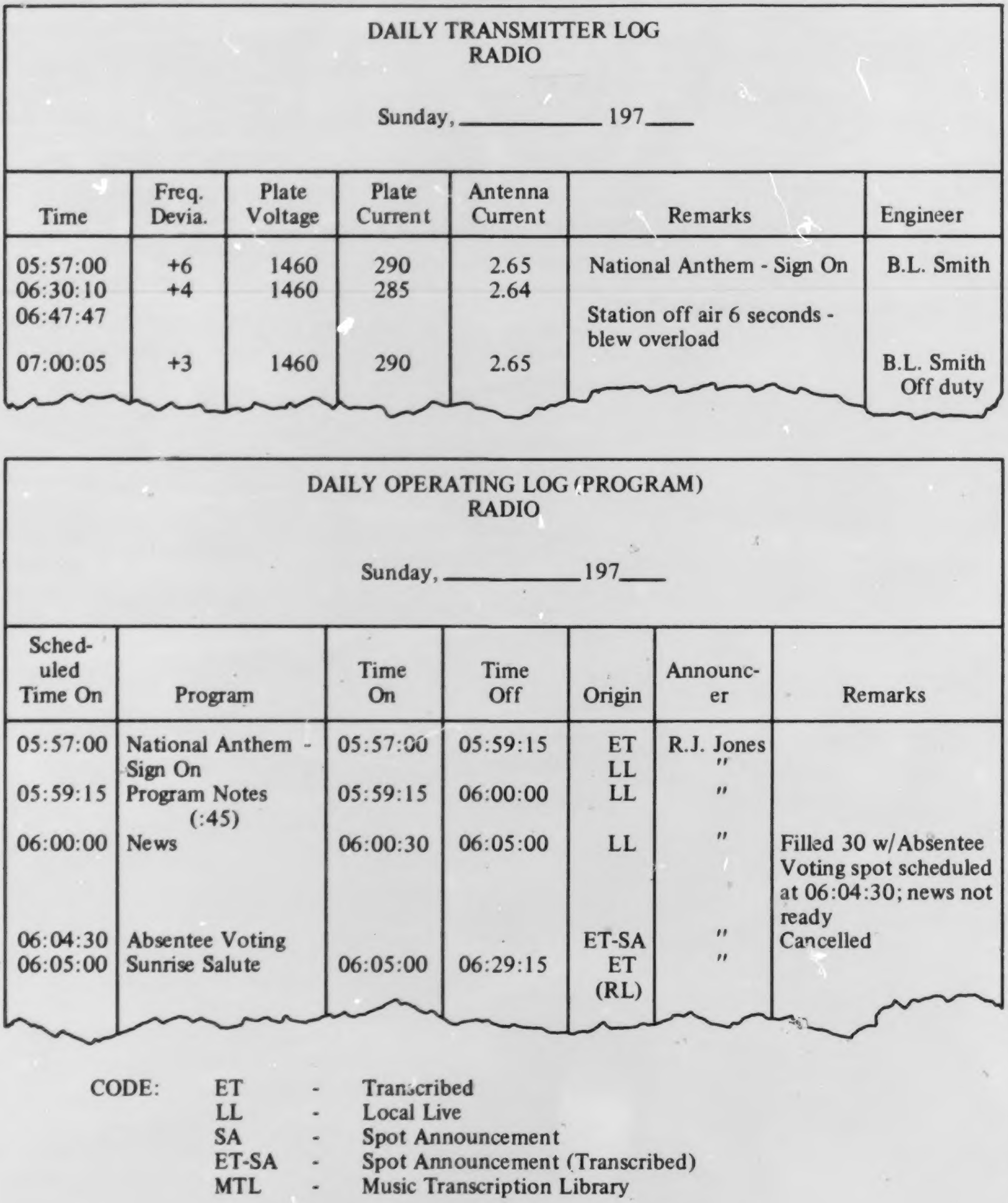
Film Unit # ______________________________ Sunday, ______________ 19___

TIME		PROGRAM	SOURCE
ON	OFF		
11:30:00	11:56:30	TEST PATTERN	A Slide
11:56:30	11:59:15	NATIONAL ANTHEM - Sign On	A Slide w/music
11:59:15	12:00:00	***Program Notes	B ID slide
12:00:00	12:29:00	Christophers #14	A F (AFRTS)
12:29:00	12:29:30	***Savings Bonds (:30)	B Slide (AFRTS)
12:29:30	12:29:45	***Listening Reminder (:15)	B Slide
12:29:45	12:30:00	***Station Identification (:15)	B ID Slide
12:30:00	12:59:15	CHAPLAIN'S CORNER	A S
12:59:15	13:00:00	***Program Notes - Station ID (:45)	

Note: Above samples of Daily Operating Schedule forms and partially filled out as a guide from basic information contained in sample master schedules on preceding pages. Programs originating away from the studios (remotes, AFRTS-W, transcriptions, films, slides, and so forth) are indicated in small type. Programs originating at the station are shown in LARGE TYPE, while live announcements are indicated with asterisks. This type of operating schedule can be adjusted to any day of the week and should be prepared in advance for inclusion in the continuity book at the beginning of the day.

174.122

Figure 11-9.—Daily Operating Schedules for radio and television.



DAILY TRANSMITTER LOG
RADIO

Sunday, __________ 197__

Time	Freq. Devia.	Plate Voltage	Plate Current	Antenna Current	Remarks	Engineer
05:57:00	+6	1460	290	2.65	National Anthem - Sign On	B.L. Smith
06:30:10	+4	1460	285	2.64		
06:47:47					Station off air 6 seconds - blew overload	
07:00:05	+3	1460	290	2.65		B.L. Smith Off duty

DAILY OPERATING LOG (PROGRAM)
RADIO

Sunday, __________ 197__

Scheduled Time On	Program	Time On	Time Off	Origin	Announcer	Remarks
05:57:00	National Anthem - Sign On	05:57:00	05:59:15	ET LL	R.J. Jones "	
05:59:15	Program Notes (:45)	05:59:15	06:00:00	LL	"	
06:00:00	News	06:00:30	06:05:00	LL	"	Filled 30 w/Absentee Voting spot scheduled at 06:04:30; news not ready
06:04:30	Absentee Voting			ET-SA	"	Cancelled
06:05:00	Sunrise Salute	06:05:00	06:29:15	ET (RL)	"	

CODE:
ET - Transcribed
LL - Local Live
SA - Spot Announcement
ET-SA - Spot Announcement (Transcribed)
MTL - Music Transcription Library

174.123

Figure 11-10.—Daily Operating Log, Transmitter and Program.

Source of program: Studio, transcription, shortwave transmission, etc.

Other pertinent information of value or use to studio personnel.

DAILY OPERATING LOG

The Daily Operating Log is prepared by the Programming Department and maintained by studio personnel on duty. It is authenticated daily by the Station Manager or Program Director and retained as a permanent record. The Daily Operating Log can be divided into transmitter and program logs, depending on the physical arrangement of the radio or television station.

The Daily Operating Log includes the following information:

All information listed in Daily Operating Schedule.

Signature of announcer or engineer on duty during each period.

Time each scheduled event is actually aired.

Deviation from program schedule, discrepancies or variations in studio activities or transmission affecting broadcast operation noted in detail.

The samples in figure 11-10 are partially filled out and can be adjusted according to local requirements. Many stations do not use Transmitter Engineers. At stations where they are used, the Transmitter Engineers fill in the Daily Transmitter Log information at half-hourly intervals. All air outages or transmitter troubles are entered together with actual readings. The Announcer on Duty enters information on the Daily Operating Log as the program day progresses and also notes any transmitter problems of which he is aware. Signatures of the Transmitter Engineer and Announcer on Duty are required only when they come on and go off duty.

DAILY OPERATING LOG (COMBINED)

At times it is desirable to combine transmitter and program activities into one Daily Operating Log (fig.11-11). In such cases, the columns of information listed in the two samples in figure 11-9 are reproduced (lengthwise), beginning with columns from the Daily Transmitter Log, followed by columns from the Daily Operating Log (Program).

In television operation, the Daily Operating Log performs the same function as in radio. It is authenticated daily by the Station Manager and retained as a permanent record. It is maintained by studio personnel on duty and reflects all deviations, discrepancies, or variations in operation. It is similar to the Radio Operating Log and, where the local situation dictates, it can be divided into transmitter and program logs (figs. 11-12 and 11-13).

Here again, transmitter and program activities can be combined into a Daily Operating Log (Combined) by reproducing (lengthwise) columns of information from the Daily Transmitter Log, followed by columns of information from the Daily Operating Log (Program). (See fig. 11-14.) The information is filled in by the Transmitter Engineer at half-hourly intervals. All air outages or transmitter troubles are entered in the log, with actual readings. The Transmitter Engineer signs the log only when coming on and going off duty.

THE CONTINUITY BOOK

The Continuity Book should be prepared at least 24 hours in advance and include the following information:

Copy of the Daily Operating Schedule.

All continuity to be read during the broadcast day.

Sign-on and signoff announcements.

Station identification announcements.

Spot announcements.

Emergency announcements.

Program copy, except news copy. Standard opening and closing announcements are sufficient.

By adding appropriate visuals for television, the following samples can be used for either radio or television:

SIGN-ON

Music: The National Anthem to end.

Announcer: "Good Morning. This is AFRT, the voice of information of American Forces in (Geographic name), an affiliate of the American

DAILY OPERATING LOG (COMBINED)
RADIO

Sunday,____________197__

Time	Freq. Devia.	Plate Voltage	Plate Current	Antenna Current	Remarks	Engineer	Sched. Time On	Program	Time On
					Time Off	Origin		Announcer	Remarks

174.124

Figure 11-11.—Daily Operating Log (Combined), Radio.

DAILY TRANSMITTER LOG
TELEVISION

Station____________	Carrier on 11:30:00
Video Carrier Freq.__________	Modulation on 12:00:00
Sound Carrier Freq.__________	Carrier off____________
Sunday,________ 197___	Modulation off____________

Time	Ep		Ip		Power Out or RF Line	VSWR	Remarks	Engineer
	Pix	Snd	Pix	Snd				
11:30:00	1500	600	.370	.185	200	1.3-1	Test Patterns on	J.D.
12:00:00	1500	610	.375	.183	200	1.3-1	Program on	Brown
12:30:00	1500	600	.370	.185	200	1.3-1		
13:00:00	1500	600	.370	.185	200	1.25-1		

Ep - Plate Voltage
Ip - Plate Current
RF - Radio Frequency
VSWR - Standing Wave Ratio

174.125

Figure 11-12.—Daily Transmitter Log, Television.

Forces Radio and Television Service, an activity of the United States Department of Defense. AFRT operates on an assigned (frequency or channel), with an authorized power of____. AFRT is on the air."

SIGNOFF

Announcer: "AFRT, the voice of information for American Forces in (Geographic name), now concludes its transmission, returning to the air at (time) tomorrow morning. AFRT

DAILY OPERATING LOG (PROGRAM)
TELEVISION

Station ______________________ Sunday, ________________ 197__

Scheduled Time On	Program	Time On	Time Off	Origin	Announcer	Remarks
11:30:00	Test Pattern	11:44:10	11:56:30	Slide	R.W. Green	Test Pattern slide could not be located
11:56:30	National Anthem Sign On	11:56:30	11:59:15	ET-Slide	"	
11:59:15	Program Notes	11:59:15	12:00:00	LL-Slide	"	
12:00:00	Christophers # 14	12:00:00	12:29:00	F (AFRTS)	"	

174.126

Figure 11-13.—Daily Operating Log (Program), Television.

DAILY OPERATING LOG (COMBINED)
TELEVISION

Sunday, ________________ 197__

Time	Ep		Ip		Power Out or RF Line	VSWR	Remarks	Engineer	Sched. Time On	Program
	Pix	Snd	Pix	Snd						

Time On	Time Off	Origin	Announcer	Remarks

174.127

Figure 11-14.—Daily Operating Log (Combined), Television.

(Geographic name), an affiliate of the American Forces Radio and Television Service, is an activity of the United States Department of Defense and operates on an assigned (frequency or channel) with an authorized power of______. On behalf of the AFRT staff and your commander, this is (announcer's name) bidding you good night. . . and good morning. Ladies and gentlemen, our National Anthem."

Music: The National Anthem to end.

STATION IDENTIFICATION

This is AFRT (Geographic name), the voice of information for the American Forces (must be used at sign-on/signoff).

PROMOTIONAL ANNOUNCEMENTS

" Much more reliable than an old man's lumbago. . . the scientific weather forecasts are now sent your way by AFRT through the facilities of Fleet Weather Central. Listen for them every day, following the newscasts."

EMERGENCY ANNOUNCEMENTS

(1) Failure at beginning of program:

"Due to operating difficulties, we are unable to present the program scheduled at this time. In the meantime, AFRT (geographic name) offers (standby material)."

"Operating difficulties which necessitated delay in presenting the regularly scheduled program have now been cleared. We return you to (program title)."

(2) Failure after start of program:

"Due to operating difficulties, we interrupt the regularly scheduled program (program title). We present an interlude of (standby material)."

"Operating difficulties which necessitated interrupting our schedule have now been cleared. We return you to (program title)."

(3) Program substitution announcement:

"The program originally scheduled for 9 o'clock, (program title), will be broadcast at 10 o'clock in order to bring you the following special report from the President of the United States."

"The program originally scheduled at this time, (program title), will not be (heard-viewed). Instead, we invite you to (listen-view) (program title)."

DISTRIBUTION AND HANDLING OF PROGRAM MATERIALS

Radio and television program materials provided AFRT outlets by AFRTS-LA are the lifeblood of such outlets. That fact makes all aspects of distribution, use, handling, and ultimate disposition of these materials important.

To help you understand the contents of the following discussion, you must know the meaning of three terms. The first of these is "AFRTS Program Material." This includes radio transcriptions, television films, audio and video tapes, and program aids distributed by AFRTS-LA for use by AFRT outlets and networks. The term "circuiting" means the passing of AFRTS program material from station to station for successive use as prescribed by AFRTS-LA. The next definition applies to "lead station"; this is the first station or original recipient of AFRTS program material for circuiting.

All program materials distributed by AFRTS-LA or audio or video recordings of these materials, or shortwave, landline, or satellite feeds remain under the custodianship of the Department of Defense and are to be used only by authorized outlets. Program material is U.S. Government property and you must protect it against loss, theft, damage, or unauthorized use and copying.

Programming Policy

AFRTS-LA is responsible for the procurement, transportation to the lead station, in-circuit discipline and disposition of all program material authorized for use by AFRT networks or outlets. However, stations may obtain and show films produced by or for departments or agencies of the Department of Defense which are specifically cleared for public telecast.

No station, network, or command may seek out or enter into any negotiations with commercial suppliers or any other sources for the procurement of program material, except that wire news services, including news copy, transcribed actualities, photographs, film and video tape clips may be procured with local funds for use by AFRT networks and outlets.

Editing

In accordance with the policies and directives of the Department of Defense, AFRTS-LA decommercializes and reviews all AFRTS program material. It is broadcast as received except for nonsuitability because of recognized, official host country sensitivities. If a host country's sensitivity makes it necessary, portions of a film may be removed, but these portions must be re-inserted before the program is further circuited. Video tape material is not to be physically edited in any way. Should a sensitivity occur in a program that is on video tape and the facility for electronic editing is not present, that portion of the program can be "board faded" or blocked with a spot or other announcement.

Hard sell commercials which may have been inadvertently left in will be removed from films and board faded from video tapes. Succeeding stations are to be advised of the change in running time of a film or the length and location of a commercial within a tape program by changing the film/tape labels and annotating the packing list. Commercial footage removed from a film, together with program title, issue number, and unit number, will be returned to AFRTS-LA, ATTN: TP. AFRTS-LA will also be notified by message of any hard sell commercial message found in a program on video tape. Hard sell commercials are not to be confused with sponsor or product mentions, visual or audio, which are integrated into openings and closings in such a way as to make their retention necessary.

Certain films expressly designated by AFRTS-LA may be cut into shorter versions or film clips for future use. These will be specifically identified on the program's Unit Packing List. No other films, including Library films, will be so edited.

Deletions or excisions may be made to repair damage to film. Stations should remove the damaged portion and as little else as program continuity permits. Should adequate program continuity be unattainable, the station should return the print to AFRTS-LA. This action is immediately reported by message to AFRTS-LA and all succeeding stations. AFRTS-LA will issue a replacement, if available.

Quality Control

AFRTS-LA monitors and inspects samples of transcriptions, films, tapes, and equipment for technical acceptability prior to shipment; develops and furnishes specifications to contractors for recording and manufacture of these materials; and advises and assists in maintaining quality standards.

AFRTS-LA quality control procedures are designed to assure the highest quality of program materials for the field stations. An important part of this procedure includes detailed field reports. These reports are used to discover deficiences and to evaluate the effectiveness of the AFRTS-LA system.

Stations report to AFRTS-LA, ATTN: Quality Control, by mail on any program material received which is technically unairable or which is substandard in quality, except materials obviously damaged in shipment. Reports should be made by message to give AFRTS time to replace the program in the unit. Definitive information on the deficiency, complete program identification, and such other pertinent information necessary to help correct the problem or prevent recurrence should be included in the report.

Restrictions

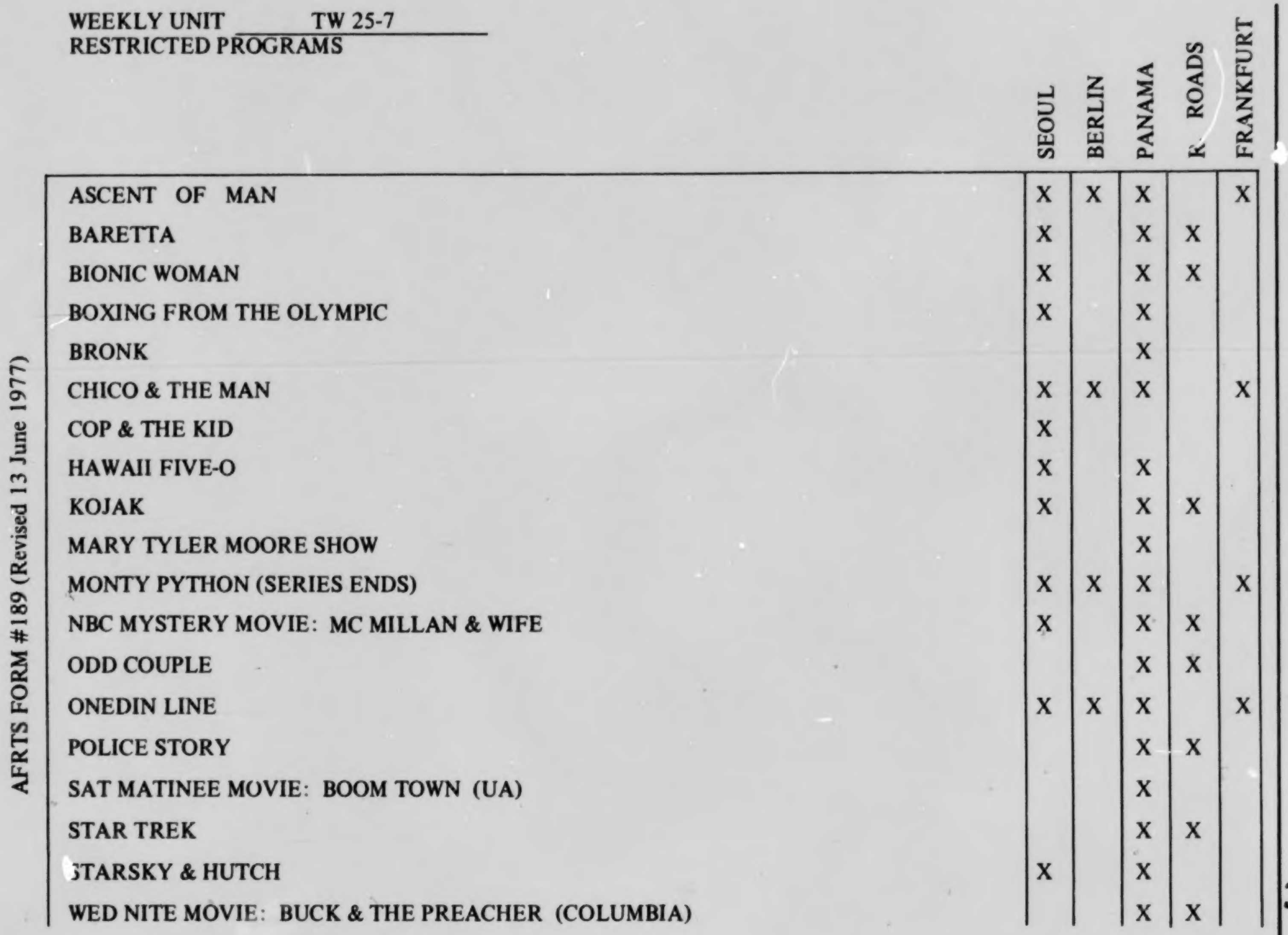
Strict adherence to the following restrictions governing the use of broadcast materials is mandatory.

The telecast of some television programs distributed by AFRTS-LA is restricted at certain AFRT outlets. This occurs when the right to broadcast a program has been withheld from those outlets by the owners or others who legally control the program. The outlets affected are notified by official message, or by the Weekly Program Restriction List (see fig. 11-15), and telecast of the program is prohibited.

Television programs distributed by AFRTS-LA may not be reproduced by AFRT outlets in any manner whatsoever (tape, motion pictures, etc.) unless specifically authorized by AFRTS-LA.

AFRTS program materials or audio or video recordings of AFRTS programs, or landline, satellite, or other direct feeds will not be used in the following situations, except in situations 1 and 2 where special authorization is required.

1. On Government-owned (foreign), commercial, or private broadcasting or telecasting stations without specific authorization from NAVBCSTSCV.
2. On a wired carrier or dummy antenna system, unless specifically authorized by NAVBCSTSVC.



AFRTS FORM #189 (Revised 13 June 1977)

WEEKLY UNIT TW 25-7
RESTRICTED PROGRAMS

	SEOUL	BERLIN	PANAMA	K. ROADS	FRANKFURT
ASCENT OF MAN	X	X	X		X
BARETTA	X		X	X	
BIONIC WOMAN	X		X	X	
BOXING FROM THE OLYMPIC	X		X		
BRONK			X		
CHICO & THE MAN	X	X	X		X
COP & THE KID	X				
HAWAII FIVE-O	X		X		
KOJAK	X		X	X	
MARY TYLER MOORE SHOW			X		
MONTY PYTHON (SERIES ENDS)	X	X	X		X
NBC MYSTERY MOVIE: MC MILLAN & WIFE	X		X	X	
ODD COUPLE			X	X	
ONEDIN LINE	X	X	X		X
POLICE STORY			X	X	
SAT MATINEE MOVIE: BOOM TOWN (UA)			X		
STAR TREK			X	X	
STARSKY & HUTCH	X		X		
WED NITE MOVIE: BUCK & THE PREACHER (COLUMBIA)			X	X	

174.128

Figure 11-15.—Weekly Program Restriction List.

3. In a program which originates from a military installation and is broadcast by a commercial station.
4. At a dance, party, or similar activity.
5. For commercial purposes, or in any manner that would constitute competition with, or otherwise be detrimental to, commercial artists, copyright owners, or other private interests competitive in nature.
6. For direct projection exhibitions. Direct projection for previewing by station personnel is authorized.
7. Aboard U.S. Navy ships while the ships are in port and within range of U.S. commercial stations broadcasting or telecasting American programs in English.

Program materials, or audio or video recordings, made by AFRT outlets or networks will not be made available to commercial or private radio or television stations or networks, or their representatives, without approval through normal public affairs channels.

Scheduling

Each AFRT network or station is responsible for its own programming schedule of broadcast. As an aid to Station Managers, AFRTS-LA publishes a suggested schedule or programming guide for each weekly shipment of television material (TW). Accepted principles of broadcasting and the special requirements and missions of the local command should be followed in adapting the suggested schedule to the local situation at each station.

Programs and spot announcements identified as "information" are scheduled in local prime time. If a situation exists wherein the commander responsible for operation of an AFRT network, or unaffiliated station or other outlet, determines that any of these information programs or spot announcements will not be aired, notification to AFRTS-LA of the reasons for such restriction will be made.

Noncircuited priority programs (Television Priority A, known as TPA), sent directly to an outlet because of their important and timely nature, are to receive special emphasis and prompt scheduling.

Television Priority B programs (TPB) are to be forwarded through priority circuits to the next station in circuit within 7 calendar days of their receipt. Should a station fail to use or forward a priority program within this time period, full justification is to be included in the Remarks section of the Unit Packing List.

Weekly scheduling follows the sequence of the unit numbers except when otherwise directed by AFRTS-LA. Copies of weekly radio and television schedules (see figs. 11-16 and 11-17) are no longer required by AFRTS-LA. However, weekly TV schedules and quarterly radio schedules must be forwarded to Navy Broadcasting Service (OP-007C), Department of the Navy, Washington, D.C. 20350, ATTN: Chief of Programming.

Radio program utilization survey cards are sent quarterly to each AFRT radio outlet. These must be completed and returned to AFRTS-LA within 30 calendar days after receipt of the new programs.

News Policy

A free flow of news and information to all military personnel without censorship, propagandizing, or manipulation is the policy stipulated by the Department of Defense. This policy is consistent with the guidelines prescribed in the National Association of Broadcasters Code of Good Practices for newscasting. Therefore, the policy of free flow of information includes the following considerations:

AFRT outlets and networks that operate in foreign countries do so with the approval of the host government with broadcast frequencies assigned by the host government. The station manager must accept the obligation to consider carefully broadcast material that may be offensive within the country.

Information or news which would adversely affect the security of our country, be of help or assistance to any enemy, endanger the safety of personnel, or undermine their morale should not be broadcast. This should not be construed to permit the calculated withholding of unfavorable news.

WEEKLY RADIO SCHEDULE (EXAMPLE)

STATION: Ft. Greely, Alaska

Period:
26 Mar - 1 Apr 197

AFRS–980

SATURDAY, MARCH 26

12:00	SIGN OFF/ON
12:05	THOUGHT FOR THE DAY
1:00	NEWS
1:15	DISC-A-GO-GO
2:30	HORIZONS WEST
3:05	ROGER CARROLL
4:00	MARCH OF EVENTS
4:15	WORLD OF SPORTS
4:30	FOLK MUSIC
5:05	HAYLOFT JAMBOREE
6:05	CLOCK WATCHER
7:00	MARCH OF EVENTS
7:15	CLOCK WATCHER
9:05	ARMY HOUR
9:30	HORIZONS WEST
10:05	POLKA PARTY
11:05	MR. PRESIDENT
11:30	SWINGING YEARS
12:00	NEWS
12:15	SPORTS
12:30	SERENADE THE MOON
12:45	TARGET: THE MOON
1:05	MONITOR
3:05	OUR MUSICAL HERITAGE
4:05	PARTNERS IN DEFENSE
4:30	SOUNDS OF 60'S
5:15	DUTCH LIGHT MUSIC
5:30	NIGHTMARE SHOW
8:00	NEWS
8:15	D. J. SPECIAL
10:05	GRAND OLE OPRY
11:05	JAZZBOOK

SUNDAY, MARCH 27

12:00	SIGN OFF/ON
12:05	THOUGHT FOR THE DAY
12:10	DISC-A-GO-GO
1:00	NEWS
1:15	DISC-A-GO-GO
2:00	NEWS
2:05	HEARTBEAT THEATRE
2:30	WORLD OF JAZZ
3:00	NEWS
3:05	FOOTLIGHTS AND SOUND
4:00	MARCH OF EVENTS
4:15	WORLD OF SPORTS
4:30	FOLK MUISIC
5:00	NEWS
5:05	TABERNACLE CHOIR
5:30	GOSPEL
6:00	NEWS
6:05	WAKE-UP SHOW
7:00	MARCH OF EVENTS
7:15	WAKE-UP SHOW
8:00	NEWS
8:05	MERELY MUSIC
8:30	JEWISH HOUR
9:00	NEWS
9:05	MERELY MUSIC
9:30	CATHOLIC MASS
10:30	MERELY MUSIC
11:00	PROTESTANT SERVICE
12:00	NEWS
12:15	SPORTS
12:30	HAWAII CALLS
1:00	NEWS
1:05	GEORGE SHEARING
2:00	NEWS
2:05	VOICES IN HEADLINES
2:30	IF FREEDOM FAILED
3:00	NEWS
3:05	TOSCANNINI
4:00	NEWS
4:05	MEET THE PRESS

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Figure 11-16.—Weekly Radio Schedule.

WEEKLY RADIO SCHEDULE (Cont.) (EXAMPLE)

SUNDAY, MARCH 27

4:30 SILVER PLATTER
5:00 NEWS
5:05 MUSIC
6:00 NEWS
6:05 MONITOR
7:00 NEWS
7:05 MONITOR
8:00 NEWS
8:05 TRAVEL IN SONG
8:30 WORLD OF JAZZ
9:00 NEWS
9:05 SAMMY DAVIS, JR.
10:00 NEWS
10:05 SMALL WORLD
11:00 NEWS
11:05 BIG BANDS
11:30 MUSIC BY CANDELIGHT

MON-FRI, MARCH 28—APRIL 1

12:00 SIGN OFF/ON
12:05 THOUGHT FOR THE DAY
12:15 MR. MIDNIGHT
1:00 NEWS
1:15 MR. MIDNIGHT
2:05 BY THE PEOPLE
2:30 IRA COOK
3:05 SHORTWAVE NEWSREEL
3:30 AMERICA'S POPULAR MUSIC
4:00 RESEARCH
4:05 ROGER CARROLL (MON.)
4:05 Qtr Cent. of Swing (Tuesday)
Paul Compton (Wed.)
Ameche Pop Concert (Thurs.)
Johnny Magnus Show (Fri.)
5:05 COUNTRY CORNER
6:00 MARCH OF EVENTS
6:15 CLOCK WATCHER
7:00 NEWSMAKERS
7:15 CLOCK WATCHER
8:00 EIGHT STAR EDITION
8:30 CLOCK WATCHER
9:05 PANORAMA I, II
11:05 LIGHT AND EASY
12:00 THE WORLD AT NOON
1:05 KEN'S CORNER
2:05 HAYLOFT JAMBOREE
3:05 PANORAMA III
4:05 WAX WORKS
5:00 NIGHT REPORT (NEWS)
5:30 OSCAR BRAND
5:45 ARMED FORCES DIGEST
6:05 PANORAMA IV
6:25 (FRI. ONLY) PRO BASKETBALL
7:05 BOLERO TIME (MON.)
SAMMY DAVIS, JR. (TUES.)
GEORGE SHEARING (WED.)
QTR. CENT. OF SWING (THURS.)
8:00 NEWS
8:15 PANORAMA V
9:05 BY REQUEST (TUES. & THURS.)
9:05 SILVER PLATTER
9:30 THE TONIGHT SHOW
10:05 JIM AMECHE
11:05 JUST JAZZ

NEWS ON THE HOUR

174.129.1

Figure 11-16.—Weekly Radio Schedule—Continued.

WEEKLY TV SCHEDULE

Station	(Units Aired)	
Ft. Greely, Alaska	TW 36-3 TPA 40-3 TPB 40-3	24 March - 30 March 197

Saturday, March 24

12:00	Cartoon Festival
12:30	Sesame Street
14:00	NCAA Basketball Semi-Finals (TPA 40-3A)
15:30	Fabulous World of Skiing
16:00	Championship Billiards
17:00	Charlie Chaplin's Comedy Theatre
17:30	News
17:45	Travel Film: New Brunswick
18:00	CBS Reports (TPA 40-3D)
19:00	Mary Tyler Moore
19:30	All in the Family
20:00	Gunsmoke
21:00	Arnie
21:30	Lloyd Bridges
22:00	Mission: Impossible
23:00	Sat. Movie - "Black Tide"

Sunday, March 25

11:30	This is the Life
12:00	Sacred Heart
12:15	Religious Special
12:45	The Christophers
13:00	On Campus
13:30	NCAA Basketball Championship (TPA 40-3B)
15:00	NASA Space Report
15:15	American Sportsman
16:00	Sports Challenge
16:30	Directions (TPB 40-3B)
17:00	Buck Owens
17:30	News
18:00	Partridge Family
18:30	Nanny & the Professor
*19:00	My Three Sons
19:30	Carol Burnett
20:30	Bonanza
21:30	Movie - "Murder Man"

*NOT SHOWN—Preempted by
SECDEF NEWS CONFERENCE
(TPA 40-3F)

Monday, March 26

List all programs

Tuesday, March 27

List all programs

Wednesday, March 28

List all programs

Thursday, March 29

List all programs

Friday, March 29

List all programs

174.130

Figure 11-17.—Weekly TV Schedule.

DISTRIBUTION POLICY AND PROCEDURES

Distribution of program material to AFRTS networks and outlets is the responsibility of AFRTS-LA. Any changes in distribution, shipping procedures, circuits, or instructions pertaining to these areas are made only by AFRTS-LA.

TYPES OF SHIPMENTS

There are several types of programming materials, called units, that are shipped to stations by AFRTS-LA. Some of their units are discussed briefly below.

All Television Weekly Units (TW) and Dependent Units (TD) are routed through standard established circuits. The material in the TW comprises the bulk of the programs supplied to AFRT stations. By this method of distribution, one unit is available for broadcast while two others are normally either at the station awaiting broadcast or en route. Changes in circuits are made only upon formal notification from AFRTS-LA. It is essential that when changes occur in circuits (due to the addition or deletion of a station, or because factors necessitate shipping adjustment), the instructions implementing such changes are strictly followed in order to provide continuous service to all outlets.

Radio units are sent weekly to each station on audio cassette (RC) for immediate broadcast. Normally, AFRT stations air these programs just two to three weeks after they have been recorded in Los Angeles. In the case of "American Top 40," tapes are available at most overseas locations for airing the same week the program is aired in the United States.

Both the former RU and the former RP packages are now supplied on audio cassettes (RC) instead of discs. This innovation provides the radio services at less cost both for production and shipping. It also allows stations to play a 55-minute program without attention, since the second parts of the shows are started automatically by a cue tone at the end of the first part. Tones are also used to automatically cue up each cassette to the beginning of the program information on each. Signals on the cassettes are recorded and played back using a noise reduction system to maintain even better signal quality than was possible with discs.

Radio Library (RL) Units containing recorded music and some dramatic shows are shipped weekly to radio and television studio stations for use and retention. Music discs are in stereo. Periodically, program aids (spot announcements, production music, etc.) are included in these RL Units for station use and retention.

FM Library (FML) Units consist of a basic library of stereo music tapes and a monthly shipment of 12 hours of music for each station's use and retention. In addition, AFRTS-LA provides some classical and easy-listening programs for weekly use on AFRT-FM stations. The FML is offered either on 14-inch or 10 1/2-inch reel-to-reel tapes at 3 3/4 inches-per-second. The FML service features a premixed potpourri of music in 15-minute segments; other FML tapes consist of one category of music per reel with cue tones after each selection for use on automated systems. All FML tapes become permanent library holdings for continuing use at authorized outlets.

The Radio Tape (RT) service for Navy ships and certain shore outlets is provided on 7-inch reel-to-reel tapes recorded at 3 3/4 inches-per-second on four tracks. This 84-hour package consists of programs from the RC shipment preprogrammed on two tapes for each day of the week. Also included are Navy- unique information materials produced by the Navy Internal Relations Activity. These RT Units are mailed to each outlet weekly and must be returned to AFRTS-LA immediately after airing.

Television Priority A (TPA) Units containing timely information, sports and entertainment programming on video tape are sent weekly to each television station for broadcast at the earliest practicable date. TPA Units are returned to AFRTS-LA after broadcast, unless otherwise instructed.

Television Priority B (TPB) Units containing timely information and sports programming on video tape are routed weekly on abbreviated circuits for broadcast and forwarding within 7 days of receipt. Units are returned to AFRTS-LA by the last station.

AFTV stations that have sizable dependent audiences are eligible to receive an additional 20 hours of television programming weekly: the Television Dependent (TD) Unit. The TD is circuited with the TW and contains programming of interest both to children and wives.

Television Library (TL) Units are shipped periodically to stations for library retention and use. All TL units must be inventoried and corrections to the computer printout report submitted to AFRTS-LA annually. Complete instructions on conducting an inventory are furnished by AFRTS-LA.

Television Temporary Library (TTL) Units consist of accountable library films and tapes that are provided to meet special short term requirements of stations or when materials must be returned to AFRTS-LA within a specified period.

Television Circuited Library (TCL) Units consist of accountable library films and/or tapes. These are issued to Fleet Circuit Managers for control and re-issuance to ships en route to or from port, while not on normal circuit, and for other special needs of authorized ships as determined by the Fleet Circuit Managers.

Television Material (TM) Units contain expendable library films and materials including newsclips, short features, seasonal messages by officials, program aids and promos that are provided for single or repeated use and subsequent disposal as determined by each station. The TM shipments include monthly issues of public service and command information spot announcements (shipped on video tape).

Information Broadcast Materials for TV (IBM-T) shipments contain both accountable and nonaccountable materials and are provided periodically to all AFTV stations. Shipments are not numbered, but are furnished with dated loose leaf listings that serve as packing lists and indexes. These pages are inserted in the station's copy of the publication *AFRTS Shorts/Slides/Specials/Spots*.

News slides are provided direct to AFTV stations in 35 mm format by a commercial contractor. They are to be filed and retained as received, but no receiving report to AFRTS-LA is required.

Television Weekly Cassette (TWC) Units consist of 28 hours of information and entertainment programming for small audiences in remote and isolated AFTV locations, small Navy ships, and on submarines. In the Navy, this service is provided on 1/2-inch video cassettes to authorized R-LITE, Mini-SITE and Sub-SITE outlets. The other services utilize the 3/4-inch video cassette format to service their Mini-TV outlets.

UNIT PACKING LISTS

AFRTS-LA prepares packing lists for unit shipments which normally are enclosed with the package. (There may be instances where packing lists are airmailed separately to stations to preclude shipment being held up.) Additional copies are mailed direct to each station.

Audio Cassette (RC), Radio Library (RL), Radio Tape (RT), FM Library (FML), and Radio Specials packing lists are retained for 90 days, while TW, TPB, and TD packing lists are retained for 1 year. Packing lists for TL, TTL, and TCL shipments are retained until discard is authorized by AFRTS-LA, normally at the time of the station's annual inventory of library films. TM packing lists are retained for as long as required by the station.

When units are received, the cover sheets of the TW, TL, TD, TTL, RC, and FML packing lists are completed and forwarded to AFRTS-LA as soon as possible. Grouping of packing lists or holding them for an extended period is not to be practiced. Navy ships which are lead stations on TW circuits will receipt for TW units as stated; other ships in the circuits are to follow instructions published by CINCLANTFLT and CINCPACFLT. The Remarks section of the packing lists is intended for information pertaining to the shipment and condition of unit packages. It is not normally used for comment or questions with regard to program content. Except for program restrictions levied by AFRTS-LA, any television program not broadcast from a particular unit is noted on the packing list, along with reasons for nonbroadcast.

For some television units which are to be returned to AFRTS-LA, (TW, TD, TL, and TTL) the station forwards the completed packing list to AFRTS-LA by separate cover. This provides advance notice to AFRTS-LA of the returning shipment. The list of items on the packing list must correspond to the material shipped. Any variations in return of materials due to loss or damage are noted on the packing list. A duplicate copy of the packing list is also enclosed in box #1 of the returning unit while another duplicate is retained on station files.

For shipments of multiple boxes, packing lists are placed in box #1 for accessibility. Multiple shipments of television units have the unit number, circuit number, (if applicable), and box numbers on the outside of each box (example: box 2 of 6).

SHIPMENT CONTROLS

Control as to the location of all program material is necessary at all times. When shipments are not received on time, action is initiated by the stations to locate the shipment. Lead stations on circuits and direct recipients notify AFRTS-LA, fleet circuit managers, and local military postal authorities when 5 days have elapsed after the time a shipment is expected. Subsequent stations request the preceding station (information copy to AFRTS-LA and fleet circuit managers) to institute tracer action when shipment exceeds the normal shipment time by 5 days. Upon recovery of a missing shipment, AFRTS-LA fleet circuit managers, or the preceding station will be notified immediately with an information copy sent to all concerned.

When incomplete shipments are received, action is initiated to locate the missing portions. Lead stations on circuits notify local postal authorities and initiate tracer action when incomplete shipments are received. At the same time the lead station obtains from the local post office all known facts pertaining to the shipment for forwarding to AFRTS-LA so that tracer action can be initiated in CONUS (CONUS P.O. will not accept a request for tracer actions until a 60-day period has elapsed from the time of shipment). Necessary information for CONUS tracing includes shipment identification number, number of box or boxes missing, mode of transportation from CONUS, manifest number or other symbol which may identify the flight or name of the vessel, and date of arrival at overseas debarkation point. Subsequent stations request the preceding station (information copy to AFRTS-LA) to institute tracer action when a box or boxes are missing from a multiple shipment. Upon recovery of the missing box or boxes, AFRTS-LA or the preceding station is notified.

METHOD OF SHIPMENT

AFRTS-LA normally uses postal service for the shipment of all material. The highest authorized service is used for priority items. Onward shipments of material are by the most expeditious means available to the commands. When postal service is used, franking is authorized. When shipments are mailed between one FPO (e.g. FPO New York) to another (e.g. FPO Seattle), each mailing label must be endorsed "First Class Mail," and a Required Delivery Date (RDD) 10 days after date shipment is mailed must be entered on the label. This action will assure expeditious transit of the units while in the U.S. mail system.

PREPARATION OF MATERIAL FOR SHIPMENT

All material is ready for use upon arrival at each station. Prior to onward shipment, all film or tapes are put into the following condition:

Identified at the "head" end of films and on the collar of 1-inch video tapes.

Inspected and passed as physically satisfactory. Broken or damaged film or tape, except video tape, is repaired by editing and properly splicing. Succeeding stations are informed of any appreciable time loss (10 seconds or more) by the forwarding station.

Shipped "heads" out.

The end of film or tape is taped down with a piece of clean masking tape to properly secure the ends. Scotch cellulose or any other tape that cannot be removed without damage is not to be used.

When forwarding television material, stations use the same boxes which contained the shipment when it arrived. Material is inserted in the same sequence as on the packing list. Packers always make certain of the following:

Each box is properly identified with the correct unit and box.

Packing lists are enclosed in box #1 of television units.

Changes in programs or running times are plainly noted on the packing list and on the program label.

Under no circumstances do stations forward damaged material without either repairing it (in the case of film or audio tape) or notifying AFRTS-LA of the need for replacement if the item is totally unreparable.

Dividers between reels are in place, plastic bags containing video tapes are sealed, and the packing straps or metal fasteners are made secure.

Should it be necessary to use a container other than the original, each box is marked with the unit and box number.

Excess shipping cartons or empty reels are returned to AFRTS-LA for recycling.

CARE AND HANDLING OF LIBRARY MATERIAL

As stated earlier, Television Library Films (TL) and expendable program Television Materials (TM) are issued periodically to supplement the programming in the weekly units and provide stations with emergency substitutions for material damaged or delayed in circuit. Certain library shipments are composed entirely of holiday programs. Holiday (TL and TTL) units are generally shipped from AFRTS-LA before Thanksgiving in time to allow station holiday program planning. Information Broadcast Materials (IBM-T) are prepared for broadcast use for an extended period, often several years. Breakage of slides and fair wear and tear of film and other IBM-T items are expected. Therefore, requests by stations for replacement IBM-T material will be honored if the items are still available.

Requests by stations for additional TL and replacement IBM-T materials other than those listed in the *AFRTS Shorts/Slides/Specials/Sports* publication are given every consideration by AFRTS-LA, taking into account the needs of the individual station and the status of the other libraries in the system. Personnel and budget levels limit the amount of additional material must be accompanied by sound reason and full justification.

Except for expendable items, all library material must be accounted for annually by each station and none may be destroyed, returned, or transferred without prior approval by AFRTS-LA.

RESPONSIBILITY OF AFRT STATION

Each station is responsible for the care, programming, and permanent records of its library material. Protected and orderly storage is to be given to all reels of film, film clips, slides, discs, tapes, and photographs. As a general rule, all materials should be stored in a cool dry place, and not subjected to extremes in temperature and/or humidity. Cleanliness of the storage area is of equal importance. The storage area should be as free from dust as possible, and should be in an isolated area away from the normal flow of personnel traffic in the station.

As an aid to programming, stations are urged to implement a systematic method of cataloging their library material. AFRTS-LA recommends a card system stating the individual program title, running time, location, and space for recording each date and time the item is used. Refinements to the system, such as noting the program type (variety, drama, comedy, etc.) and even a short synopsis, are valuable aids to programming.

RECORDS OF STATION LIBRARY MATERIAL

Stations are to maintain complete records of the receipt, inventory, and disposition of all library material provided by AFRTS-LA. The following documentary records are to be held on file and handled in the manner prescribed.

TL Library Unit Packing List

The original record of library films issued to stations is the TL Library Unit Packing List. It documents receipt and provides a temporary record of that material. Each list is to be retained until the films on it are incorporated in an updated and complete TV Station Library Inventory List supplied by AFRTS-LA, at which time discard of the TL Packing List will be authorized.

TV Station Library Inventory List

The TV Station Library Inventory List is an up-to-date computer listing of all accountable materials that have been issued to a station and for which that station is currently responsible. This list is to be used by the station to conduct its annual inventory of TL library film. Discrepancies are reported to AFRTS-LA. The revised AFRTS-LA list is retained until receipt of a new one.

Other Important Records

All written instructions from AFRTS-LA and responses by stations including the Report of Annual Inventory, Requests and Instructions for Disposition of Material, Report of Destruction, and packing lists for material returned or transferred are essential library records and must be held on file for 3 years.

INVENTORY OF LIBRARY MATERIALS

When directed by AFRTS-LA, each AFTV station and Fleet Circuit Manager conducts a physical inventory of accountable library films (TL and TCL) and reports in writing the findings to AFRTS-LA. The inventory is conducted and reported in accordance with instructions and a TV station Inventory List issued by AFRTS-LA, usually annually.

Expendable Library Material

Each AFTV station should periodically inventory its stock of expendable library material (TM). A written report to AFRTS-LA of this inventory is not required. Expendable library material issued in TM Units includes printed promotional matter and production aids; shorts, film clips, and specials; seasonal or specialized messages from ranking officers or Government officials; TV spot reels; and the *AFRTS FEATURE NEWS SERVICE* and other TPA and TL programs that are specifically designated as expendable by AFRTS-LA. The latter may be retained as complete programs or cut into short features or film clips and destroyed when no longer useful.

Nonexpendable Library Material

Each station inventories and submits a Certificate of Destruction of cancelled nonexpendable IBM-T material upon receipt of each new issue of the publication *AFRTS Shorts/Slides/Specials/Sports,* which is revised periodically. Inventory of IBM-T material will be made within 15 days of receipt of this publication. Inventory and certification forms are provided with the revised publication.

DISPOSITION OF TV LIBRARY MATERIALS

At least every 6 months each station reviews its library material for damaged, obsolete, or unneeded items. These are segregated and their disposition handled as described in subsequent paragraphs.

Expendable Television Library Material

This material, including all TM Unit items and those TPA films specifically designated as expendable, may be destroyed at the discretion of the officer in charge of the station without reference to AFRTS-LA.

Accountable Television Library Material

Request for disposition of accountable television library material, including all TL, TTL, and TCL Unit films and nonexpendable TPA films that have been retained in a station library, must be made to AFRTS-LA. Disposition requests for these materials are made at the same time as the annual inventory report. Request may be made at other times in case of urgent necessity.

Disposition Requests for Library Films

Stations seeking disposition instructions for library films (TL) must fully identify and give a reason for each film as follows:

Title.
Issue number (date or production number).
TL Unit number.
Reason (the print is unserviceable, obsolete, sensitive, excess, or other valid reason).

AFRTS-LA disposition instructions are provided in response to station requests and whenever other circumstances require the removal of library materials. Instructions may include authorization for destruction of the films locally, their transfer to another station, or return to AFRTS-LA.

Destruction of Library Films

Library films are destroyed only when authorized by AFRTS-LA and must be handled as follows:

The footage is rendered useless and disposed of in a manner which will insure total destruction of the print. A Certificate of Destruction is then signed immediately by the officer in charge and forwarded to AFRTS-LA. Until the Certificate of Destruction is received by AFRTS-LA, the film will continue to be charged to the station.

The empty reels resulting from the destruction of library films are returned to AFRTS-LA within 60 days.

Return of Library Films

Return of TL library films to AFRTS-LA or their transfer to another station is to handled as follows:

The station prepares a Unit Packing List for the films to be returned or transferred, listing them in a manner similar to regular TL Unit packing lists including:

Program title.

Issue number (date or production number).

Running time.

Number of cartons in which film is packed.

The symbol "NG" after the title of any damaged film no longer suitable for use. (This applies only to films being returned to AFRTS-LA; "NG" films are not transferred to another station.)

A unit number is provided by AFRTS-LA in its instructions to a station for return or transfer of TL library films. This number identifies the shipment and is to appear on the Unit Packing List prepared by the station.

TL films authorized for return to AFRTS-LA require three copies of the unit packing list: one for placement in box #1 of the unit; one for retention by the station; and one to be mailed to AFRTS-LA. Note that the copy to AFRTS-LA should indicate the date of shipment, thereby giving advance notice of the unit en route.

TL films authorized for transfer to another AFTV station require four copies of the unit packing list: one for placement in box #1 of the unit; one for retention by the station shipping the unit; one each to be mailed to AFRTS-LA and the station to whom the unit is being shipped, with each indicating the date of shipment, thereby giving advance notice of the unit en route.

Upon receipt of a unit of TL films being transferred, the receiving station immediately inventories the films and reports the findings to AFRTS-LA and to the sending station. Unless the report requires other action, AFRTS-LA immediately adjusts the master inventory records to reflect the transfer of accountability for all the films listed on the Packing List of the transferred unit.

Coordinating Instructions

Library materials authorized for destruction, return, or transfer are to be noted by the station on all its inventory records, and accountable films are not to be included in subsequent inventories.

Anytime a library film is seriously damaged and repair cannot be made by a station, the symbol "NG" in bold letters is placed on the head label of the print so that it will be readily recognized by station personnel or receiving personnel if return to AFRTS-LA is authorized.

The same applies to accountable television library films (TL) destroyed, returned to AFRTS-LA, or transferred elsewhere without authority from AFRTS-LA.

DISPOSITION OF RADIO TRANSCRIPTIONS

Under no circumstances are radio transcriptions and FML tapes to be destroyed, salvaged, returned to AFRTS-LA or shipped elsewhere without prior authority from AFRTS-LA. A request for disposition of unserviceable, obsolete radio transcriptions and tapes may be made to AFRTS-LA at any time.

The request is to identify transcriptions and tapes by groupings, and/or classification, i.e., Radio Unit (RU), Radio Library (RL), FM Library (FML), etc., and reason for disposal. Stations directed to return radio transcriptions to AFRTS-LA prepare and provide Unit Packing Lists. They are to plainly mark "NG" on the label of any badly damaged or unserviceable transcriptions returned to AFRTS-LA.

In instances of program material being lost, damaged, or destroyed (for other than fair wear and tear), reports of survey, as prescribed by the appropriate services, are to be processed. Upon approval, copies of the findings of the surveys are forwarded to AFRTS-LA.

CUEING OF FILM

Most films and video tapes of over 15 minutes supplied by AFRTS-LA contain the AFRTS system cue at the end of one-reel programs and at the tail of the last reel of multiple-reel shows. This system cue is contained on a 10-second segment that not only acts as identification, but serves as a cueing system. When the System Cue begins, the operator is alerted for a changeover in 10 seconds.

A limited number of programs supplied by AFRTS-LA do not contain the AFRTS system cue. These programs are identified on the packing list. They are primarily programs provided for library use and are to be cued by the station in the manner discussed in the next paragraph. Programs of 15 minutes or less do not contain system cues but are cued by AFRTS-LA. Programs of multiple reels, except the last reel, are cued by AFRTS-LA.

AFRTS-LA cueing is done by electrical impulse on video tapes or by punching three to five small holes in the upper right-hand corners of consecutive frames of film at proper intervals. Both methods produce identical end results–the appearance of a white dot in the upper right-hand corner. A one-reel show is cued at 10 and at 2 seconds from the tail end. All except the final reel of multiple-reel programs are cued at 10, 7, and 2 seconds from the tail.

Programs containing system cues are to be so indicated on the label by the symbol "SQ." Programs and reels which have been cued by AFRTS-LA will be labeled "QD." Programs which are cued at intervals different from the AFRTS system are to be indicated by the symbol "WQ."

Stations are not to cue mark film that contains a system cue or is marked QD on the head label unless the tail end of the film containing either the system cue or the cues has been broken off. The head label of the print is to be annotated to indicate recueing action taken.

CARE OF FILM AND PROJECTOR

Cleanliness is paramount. Projection rooms, libraries, and other areas where film is stored or handled should be clean at all times. They should be ventilated with filtered air at a small positive atmospheric pressure so that dust is blown out rather than drawn in. The area and furnishings should be dusted daily with chamois moistened with a non-oily polish such as silicone.

The gate assemblies of all projectors should be cleaned thoroughly after every 2400 feet of film. Sprocket teeth and claws should be carefully examined daily in a strong light with a magnifying glass for signs of wear or misalinement. They should be replaced at any indication of wear, burring, or misalinement. It is virtually impossible to dress burrs out of claws or sprockets without altering the critical size and shape.

Lubrication should be frequent and sparing in amount, using fine-grade machine oil and thoroughly removing excess with a chamois. Particular care should be taken to avoid getting oil on the optics or in the gate or any place where it may touch the film. The rotating parts will throw off excess oil when running, the heat of operation will vaporize excess oil, and the vapor will be deposited on the lenses and the film.

All film supplied by AFRTS-LA is cleaned and treated with a protective coating prior to distribution. With normal care and handling, further cleaning of the film is not necessary. Should unusual circumstances develop where cleaning of the film is necessary, report the fact to AFRTS-LA, and hand clean using a liquid film cleaner and lint-free cloth.

Damaged film is to be repaired and splices made only by approved methods. Only the minimum number of frames are to be excised to remove damaged portions.

Splicing film with an acetate base is to be done only on a hot-splicer. The splicer is designed to scrape the exact depth of the emulsion on the emulsion side. It also is capable of scraping the cell side only enough to remove wax or lubricant at the area of the splice lap. Only fresh film cement is to be used, and the lap of the finished splice is not to exceed 0.012 inch thick.

When repair of the label is necessary, stations are to identify the program on the leader so that it can be read without untacking the end of the reel. Identification should include title, production number or date, shipment identification number, print number, reel number when necessary, and "QD" if accomplished.

CARE AND HANDLING OF TRANSCRIPTIONS

The cataloging of discs has already been covered in this chapter. Now we will tell you the "do's and don'ts" regarding the storage and handling of discs.

Keep transcriptions in envelopes (sleeves) when not in use. Always store them in a vertical position, taking care not to wedge them too tightly. This causes tearing of the sleeves and damage to the small microgrooves. Transcriptions should be easily removable from the rack, without disturbing adjacent discs. Conversely, the bin dividers should not be so widely spaced as to permit the transcriptions to lean excessively; this can cause discs to sag in the middle. The transcription storage room should be an area where extremes of temperatures are not generated.

Keep transcriptions free from dust, grit, oil, and other extraneous matter. Make every effort to keep transcriptions free of fingerprints by handling discs on the outer edges and the center label area. To clean extremely dirty discs, do not wipe with a dry cloth. This will only increase static charge and aggravate the dust condition. Rinse transcriptions with clean, cool water and allow them to dry naturally.

Prior to shipment, AFRTS transcriptions are checked for imperfections and warpage. If they arrive damaged, chances are that it occurred in transit. Time permitting, warped discs can be returned to their original condition. To flatten a warped disc, here's what to do: Place it on a flat, smooth surface and cover with another flat, rigid surface. Place weight atop the disc so as to cause it to lie flat. Leave in this position overnight, and in some severe cases, for 2 to 3 days.

Normal room temperature should be effective in all but the most severe cases. In instances of severe warpage, and in all cases to lessen the time required for the flattening operation, use a room with a slightly higher than normal temperature. When removing the disc from an area of higher temperature into one of lower temperature, take care that once removed, it again is placed under pressure while being permitted to cool in the new temperature. If this procedure does not remove warpage, the disc should be returned to AFRTS-LA. If discs are frequently received in a warped condition (even though they can be straightened), make AFRTS-LA aware of the situation.

AFRTS transcriptions are designed for minimum surface noise and maximum wear. It will be necessary, therefore, to use a .001-inch stylus and adjust the pickup carrying arm to the recommended pressure of 0.2 ounce (6 grams).

Direct communication on program matters is authorized between AFRT stations and AFRTS-LA (with copies to Navy Broadcasting Service from those stations not functionally assigned to the Army or Air Force). AFRTS stations are encouraged to keep AFRTS-LA informed on program shipping matters and to fully express their ideas or suggestions. All inquiries for advice or assistance on radio and television program matters are to be referred to:

Commander
American Forces Radio & Television Service
1016 North McCadden Place
Los Angeles, California 90038

Navy ships are encouraged to channel communications through the Fleet Circuit Managers.

Requests for changes in or additions to established authorized program service are forwarded through channels to the Director, Navy Broadcast Service, before any action can be taken by AFRTS-LA.

Communications between stations are encouraged as a means of expediting the movement of shipments. The use of electronic means of communications is governed by applicable communication directives.

Communications between AFRT stations or networks and commercial broadcast interests in the United States or overseas–such as producers, station or network representatives, sponsors or their advertising agencies and film distributors–concerning the procurement, clearances, and current or future restrictions on program material are not authorized. However, communications between AFRT stations or networks and commercial broadcast interests are authorized when negotiating for the news program services described previously.

CONCLUSION

It is critically important these days that the Navy's internal publics be fully informed. It is of vital importance that Navy personnel feel that their role in the service of their country is appreciated. They must understand their contribution to national defense–the integral role of their command in the achievement of national objectives. Such understanding is basic to good morale and therefore essential to the accomplishment of specific missions. An informed and entertained crew is happy and content. The most effective means for an officer in command to implement his overall internal information program in remote areas or afloat is through the American Forces Radio and Television Service and his local station.

In furthering this realization, station managers should be thoroughly conversant with the informational and entertainment needs and desires of the military audience in their areas. They must schedule information and entertainment programs and, if possible, develop local programs that provide opportunities for carrying out the AFRT mission outlined at the beginning of this chapter.

The confidence placed in radio and television demands that a station manager be vigilant in practicing sound and balanced programming. AFRT stations should broadcast programming of all types and not overemphasize a particular type–for example "rock and roll" music or drama. In meeting your responsibilities as station manager, it would now be appropriate for you to review the Radio Broadcaster's Creed of the National Association of Broadcasters:

> "We Believe:
>
> That broadcasting in the United States of America is a living symbol of democracy; a significant and necessary instrument for maintaining freedom of expression, as established by the First Amendment to the Constitution of the United States. That its influence in the arts, in science, in education, in commerce, and upon the public welfare is of such magnitude that the only proper measure of its responsibility is the common good of the whole people;
>
> That it is our obligation to serve the people in such manner as to reflect credit upon our profession and to encourage aspiration toward a better estate for all mankind; by making available to every person in America such programs as will perpetuate the traditional leadership of the United States in all phases of the broadcasting art;
>
> That we should make full and ingenious use of man's store of knowledge, his talents and his skills and exercise critical and discerning judgment concerning all broadcasting operations to the end that we may, intelligently and sympathetically:
>
> Observe the proprieties and customs of civilized society; Respect the rights and sensitivities of all people; honor the sanctity of marriage and the home; protect and uphold the dignity of brotherhood of all mankind;

Enrich the daily life of the people through the factual reporting and analysis of news, and through programs of education, entertainment, and information;

Provide for the fair discussion of matters of general public concern; engage in works directed toward the common good; and volunteer our aid and comfort in times of stress and emergency;

Contribute to the economic welfare of all by expanding the channels of trade, by encouraging the development and conservation of natural resources, and by bringing together the buyer and seller through the broadcasting of information pertaining to goods and services."

APPENDIX I

SAMPLE FORMAT FOR A PUBLIC AFFAIRS PLAN

Public affairs plans vary among different commands, and may differ according to their purposes. The paragraph headings, content, and sequence can be changed, some paragraphs can be omitted or included in annexes, or additional paragraphs can be added. The plans may be promulgated in a number of ways, such as instructions, standard operating procedures, notices, memorandums, and annexes to operation orders.

USS________________

SUPPORT OF 19___ DEPARTMENT OF THE NAVY PUBLIC AFFAIRS PROGRAM

A. GOAL: To revitalize public affairs efforts on board USS________________ in support of the 19___ Department of the Navy Public Affairs Program.

B. DISCUSSION: The general awareness of Navy personnel and their families is often found lacking with respect to the objectives, mission, and functions of the Navy and the command. The provisions of the 19___ Department of the Navy Public Affairs Plan promulgated by CHINFONOTE 5720 are easily adaptable for improvement of existing programs and outline other specific areas that also may be implemented.

C. OBJECTIVES:

1. Conduct a two-way communication program in order to:

a. Promote the highest level of morale, esprit de corps, and career motivation.

b. Stimulate identification of individual personnel goals with the objectives of the Nation and the mission of the Navy.

c. Provide an outlet for opinions and recommendations of all personnel.

d. Continuously inform all personnel of plans and policies that affect career opportunities and the quality of Navy life.

e. Seek feedback on which to evaluate the worth and effectiveness of internal relations programs.

f. Promote minority and equal opportunity understanding and participation by stressing programs and activities which support the Navy Human Goals Plan.

2. Support appropriate community relations programs in order to:

a. Develop better understanding between the Navy and the civilian community, highlighting the role of the Navy in delivering the highly specialized training needed by a modern fleet.

b. Foster continuing contact with today's youth by expanding participation and support for youth groups.

c. Give visibility to Navy people and foster greater public appreciation of the skill and expertise of today's individual Navyman and woman.

d. Promote continuing development of a strong Navy for national defense.

D. IMPLEMENTATION:

1. Unit newspaper articles and Plan of the Day notes

a. Continued emphasis on all aspects of the military service as a career.

b. Research and development.

c. Alliance and national security objectives, posture, and capabilities.

d. Naval Reserve programs.

e. Conservation and improvement of material readiness.

f. Naval and Marine bases (global).

g. Provide material on cost-effectiveness, conservation of manpower, and the Navy-Marine Team.

h. Educational programs, military and civil.

2. Letters to the next of kin of reporting personnel

a. Continued emphasis on the command as a personality.

b. The importance of the individual.

c. Opportunities for advancement and development, both morally and professionally.

d. The specific mission of the command.

e. Additional material on the U.S. Navy and its relation to peace and the well-being of the world through seapower.

3. Familygrams

a. Continued emphasis on the importance of the individual.

b. The overall and specific mission of the command.

c. Enhancement of the image of the Navy, its men, and their dependents.

d. Facilities and services available to dependents—especially during deployments.

4. Releases to the media (both Navy and local, including Home Town News Releases)

a. Continued emphasis on the achievements of individuals.

b. The description of shipboard life and experiences in layman's terms.

c. The relationship of USS ______________ and the Navy to the community.

5. Orientation Visits (Boy Scouts, general visits, etc.)

a. Continued emphasis on the mission of the command and its relation to individual rates and rating groups.

b. Exposure to all facets of shipboard life; i.e., messes, work and watchstanding spaces, demonstrations of the complexities of installed equipment and its related training requirements.

c. Increased emphasis on the mission of the command as it applies to national security and the peace and well-being of the world.

d. Go Navy Cruises.

E. CONCLUSION: The proper indoctrination and understanding of the role of the U.S. Navy and the command by ALL HANDS is of prime importance. The use of Familygrams, letters to the next of kin of reporting personnel, and news releases are effective mainly as aids to stimulate interest. Recognition of the individual must not be overlooked, as it is only through the individual that the public will gain the true image of the United States Navy. Accordingly, the support of the Department of the Navy Public Affairs Program, 19___ will, as in the past, be directed toward thorough indoctrination of the individual at all levels to the extent that USS ______________ personnel and their families are knowledgeable in the objectives of this program.

APPENDIX II

SAMPLE PUBLIC AFFAIRS ANNEX TO AN OPERATION ORDER (FLEET EXERCISE)

(CLASSIFICATION)

Headquarters,
Commander, __________
Command __________
Location __________

Operation Plan
(Name of exercise)

Reference (a): NWP 11B

Annex ______

PUBLIC AFFAIRS

TASK ORGANIZATION: See Annex A–Task Organization

1. SITUATION.

a. This annex delineates responsibilities and provides guidance for the conduct of public affairs during (name of exercise, operation, demonstration, or special project).

b. It is the policy of this command to provide the public timely information of military operations and activities insofar as it is compatible with national defense.

c. Within the bounds of security, public information may be controlled or governed in conjunction with other governmental agencies and, as required, with Allied Forces.

d. Enemy Forces: (Opposition–Insurgent Forces). See Annex ___ Intelligence.

e. Friendly Forces: (Allied Forces). See paragraph 1, basic plan.

2. MISSION. (This Command) will conduct a comprehensive public affairs program to record and document significant operations, events, and achievements, and, within the bounds of security, to effect dissemination to representatives of the public news media in accordance with the national interest of the United States and its allies.

3. EXECUTION.

a. Concept of Operations. See Annex XX–Concept of Operations.

b. Command Information Bureau. The principal public affairs effort will be directed by and through the Command Information Bureau (CIB) to be established at the commencement of operations within the objective area in the vicinity of Headquarters, ____________ Command. Sub-Command Information Bureaus may be established by direction, in the event remote operations are conducted by ____________ in the central area.

(1) The Public Affairs Officer (PAO) will be responsible for all relations with the representatives of the public media of both the United States and foreign nations, and will schedule, as appropriate, all news briefings and special news conferences with the Commander.

(2) When it is necessary to clear news material of media representatives, it will be done in accordance with any censorship regulations which may be placed in effect by the Commander, and in accordance with Department of the Navy Public Affairs Regulations (SECNAVINST 5720.44), as directed by higher authority.

(3) Facilities normally will be provided only for male personnel and "resident" female correspondents. Arrangements for female correspondents to make field trips will be the subject of special correspondence and approval.

c. Documentation for purposes other than dissemination to news media representatives will be accomplished on a continuous basis, such documentation to be maintained in areas separately from the Command Information Bureau and in accordance with pertinent security directives. All military film footage will be screened as rapidly as possible for possible intelligence information, in coordination with the Intelligence Officer, and for analysis and training value with a representative of the Operations Officer.

d. Coordination with the Operations Center for missions and assignments for assigned military combat photographers will be the responsiblity of the public affairs officer.

4. ADMINISTRATION AND LOGISTICS.

a. Facilities and workspaces, within the capability of available resources, will be provided all news media representatives. Messing, billeting, and administrative support will be coordinated through established channels.

b. Commissioned Officers Mess privileges, with the equivalent rank of lieutenant commander, will be extended to all assigned news media personnel.

c. "Space available" on aircraft of this command is authorized for use by news media representatives to obtain news coverage and aerial photography, on a non-interference basis with military operations. In the event space is available for this purpose wherein contact with enemy (opposition) (insurgent) forces is probable or likely, appropriate flight safety and survival equipment will be worn, and escape/evasion briefings will be conducted, as appropriate, prior to each flight.

5. COMMAND AND COMMUNICATIONS.

a. The overall coordinating authority for direction of the ________ public affairs program will be retained by the Commander in Chief, _____, who will promulgate additional policy guidance as required, or as prescribed by higher authority.

b. (Statement of responsibility of local commander and authority delegated to him by the Commander in Chief for public affairs matters).

c. Communications.

(1) Communications support may be provided correspondents without reimbursement until such time as the Commander determines that adequate commercial facilities are available (provided no commercial charges are sustained in this connection by a military echelon), and will be limited to those correspondents authorized by this command.

(2) The following regulations will apply when filing news material, regardless of whether it is to be transmitted via military or commercial communications facilities.

(a) Correspondents will employ only those communications facilities designated by the Commander.

(b) When commercial facilities are unavailable, the use of military facilities of the Communications Section is authorized subject to the following conditions:

1. Press traffic will not interfere with operational military traffic.

2. When military necessity requires that priority of transmission of news material be established, procedures (pooling, priorities, word limit restrictions, etc.) will be prescribed by the Public Affairs Officer.

3. Press traffic originating on military facilities normally will be re-filed commercially at the nearest commercial re-file point to the originating station.

4. Press traffic will be re-filed COLLECT when transferred to a commercial facility, or the originating correspondent will establish, in advance, the necessary billing arrangements with the commercial communications company when only prepaid traffic is accepted for transmission.

5. Press traffic will be prepared and filed in the manner prescribed for the type of communications facility over which it is to be transmitted.

APPENDIX III

CIB PLAN (SPECIAL EVENT)

NAVAL AVIATION MUSEUM DEDICATION
PUBLIC AFFAIRS PLAN

1. Purpose. The purpose of this plan is to provide guidance for the public affairs aspects of the Naval Aviation Museum dedication ceremonies; to facilitate media coverage; and to prescribe assistance for the news media in advance of, during, and after the ceremonies.

2. Background. The dedication of the Naval Air Museum marks the culmination of efforts by naval aviation enthusiasts over the past 20 years to make such a museum a reality. The stage one building now completed (68,000 square feet of an eventual 260,000-square-foot facility) will be turned over to the U.S. Navy by the Naval Aviation Museum Association, Inc., in dedication ceremonies which will take place on 13 April 1975.

3. Public Affairs Objectives. The public affairs objectives for the Museum dedication include:

a. Satisfying the requirements of news organizations.

b. Emphasizing the importance of naval aviation in the progress and defense of our country.

c. Acquainting the public with the existence of the Naval Aviation Museum as an educational institution.

4. Policy. Public affairs policy, coordinated with the Chief of Information (CHINFO), and set forth by the Chief of Naval Education and Training (CNET), will be implemented by the Officer in Charge, Command Information Naval Aviation Museum (OIC, CIBNAM). All participating commands and agencies will be given equitable and appropriate coverage. Cooperation will be extended to all newsmen in accordance with existing directives from higher authority.

5. Organization. Under the direction of CNET, CIBNAM will be located in the Barrancas Beach House, across from the Naval Aviation Museum. A sub-CIBNAM will be located to the west and rear of the general audience at the dedication ceremony.

a. CNET will order activation of CIBNAM at 0800, 10 April 1975, or earlier depending on the extent of on-scene media interest.

b. On 12 April 1975 CNET will order activation of sub-CIBNAM.

c. CNET will order disestablishment of the CIBNAM and sub-CIBNAM on 14 April 1975.

6. Responsibilities.

a. The Chief of Information, Navy Department, in accordance with the Naval Aviation and Air Museum Information Plan of 1 Oct 74 will:

(1) Provide liaison with appropriate members of the national news media and arrange transportation, where possible, to NAS Pensacola.

(2) Provide such other assistance as may be required including augmentation personnel for CIBNAM and sub-CIBNAM.

b. The Chief of Naval Education and Training will monitor public affairs activity for propriety, policy, efficiency, and maximum effectiveness throughout the period of the dedication.

c. Commander Training Air Wing Six will provide personnel as indicated in Appendix I.

d. Commanding Officer, NAS Pensacola will provide messing for the news media, as well as transportation as indicated in Appendix IV.

e. Commander, Public Works Center will:

(1) Provide logistical support to the CIBNAM and sub-CIBNAM including: telephone, physical space, and other support as deemed necessary in accordance with Appendix II, and TAB B to Appendix II.

f. The Director, Naval Aviation Museum will ensure that the OIC, CIBNAM (CNET PAO) (until establishment of CIBNAM) is provided a continuous updating of invitation regrets and acceptances, and assign a technical advisor as specified in TAB A to Appendix I.

g. The Officer in Charge, CIBNAM will:

(1) Promulgate and implement public affairs policy, consistent with this plan and directives of higher authority.

(2) Coordinate and control all public affairs activities of commands, units, and organizations engaged in the dedication ceremony in accordance with the provisions of this plan and as directed by CNET.

(3) Authorize and serve as sole releasing authority for the release of news, photography, radio, and television material. Coordinate the release of all news of national interest with CHINFO.

(4) Coordinate arrangements for on-scene coverage, briefings, transportation, and messing of newsmen. Prepare and distribute news media information kits.

7. Procedures.

a. Seating. Eighty seats will be reserved and appropriately marked for members of the news media in the first four rows of general seating in front of the main podium where the dedication ceremony will be held.

b. Coverage Areas. Two roped-off areas will be established as specified in Tab A, marked for use by press only, and be equipped for use by radio (Press Area Two) and television and photographers (Press Areas One and Two). Each roped-off area will contain a tier for elevated angles of coverage, 100-amp electrical outlets for television camera use, and hydraulic mechanic stands (Press Areas One and Two) for elevation purposes. Press Area Two will have capability to allow taping of the proceedings.

c. Pooling. In the event that certain functions planned in conjunction with the dedication cannot accommodate all newsmen present (e.g., the Memorial Service or the luncheon at the Officers Club), a pool of representatives will be chosen by the news media or other appropriate authority.

d. Security. All newsmen, except those specially designated, will be required to check into the CIBNAM where they will register and receive a press pass and automobile pass. Those holding specially designated cards will have access to all areas designated for press. Press pass will include name, address, and organization affiliation.

8. Services for Media.

a. Press Kits. To provide members of the media at the dedication site with information pertinent to the dedication of the Naval Aviation Museum, a press kit published by CNET PAO will include:

(1) Schedule of formal activities relating to the dedication.

(2) Fact sheet on Museum, its background, and plans for expansion.

(3) Fact sheet on planes on exhibit at Museum.

(4) Reproduction of floor plan of museum showing location of various planes.

(5) Various feature stories.

b. Photo Library. A photo library will be established at the Command Information Bureau, pertaining to both the museum and the planes on exhibit. Copies of photos will be available to the media through an order blank made available to those wishing to utilize the library.

c. Briefing and tour of Museum. The Naval Aviation museum will make available its auditorium as a briefing center. The Director, Naval Aviation Museum or those designated by him to be knowledgeable in the area of naval aviation history and the development of the Museum, will be available to conduct tours of the facility upon request.

d. Messing. Food and beverages will be made available to members of the media at the Command Information Bureau.

e. Equipment and supplies. Typewriters and telephones will be available at the CIBNAM and the sub-CIBNAM. Limited supplies—paper, pencils, etc.—will be available at both locations.

f. Transportation. Bus service will be available from Sherman Field to CIBNAM to accommodate arriving news media, and be available after the dedication to return them to departing planes, and as specified in Appendix IV.

9. Communications

a. Communication facilities at the CIB will be sufficient to handle the foreseen demands and to provide an adequate flow of news, as specified in Appendix III.

b. Queries by telephone outside the Pensacola area will normally be answered on a collect call basis. Under no circumstances will news media be authorized to use government communication facilities for other than collect calls.

Appendices

I - Personnel and Organization

II - Facilities

III - Communications

IV - Transportation

APPENDIX I (EXAMPLE)

PERSONNEL AND ORGANIZATION

1. General. This section establishes the personnel requirements of the Command Information Bureau established to support the dedication of the Naval Aviation Museum, assigns specific responsibilities, and delineates the duties of the assigned personnel.

2. Organization. The organizational structure of the Command Information Bureau (CIBNAM) and Sub-CIB (Sub-CIBNAM) is specified in this Appendix. Personnel requirements are listed in Tab A.

3. Responsibilities and Assignments. Specific responsibilities and duty assignments of personnel for CIBNAM and Sub-CIBNAM are as follows:

a. Officer in Charge, Command Information Bureau. The CIB Officer in Charge, will report directly to CNET, coordinating CIB activity with the dedication coordinating officer. His responsibility for the public affairs aspects of the Naval Aviation Museum dedication are as follows:

(1) Establish a Command Information Bureau.

(2) Establish plans, policy, and procedures for the CIB and delegate authority for carrying out a public affairs program to include:

(a) Media security and credential arrangements.

(b) Facilities for news media.

(c) Production and release of material suitable for use by the media.

(d) Coordination, with CHINFO, of still and motion picture coverage and release to appropriate national and local media outlets.

(e) Assignment of both active duty and Reserve personnel to implement this plan.

(f) Coordination with CHINFO to ensure that the dedication and the Naval Aviation Museum receives adequate attention in appropriate areas of Navy internal relations programs, both prior to and following the event.

b. Assistant OIC, CIBNAM. The Assistant OIC, CIBNAM serves as the executive officer and reports to the OIC, CIBNAM. His specific duties include:

(1) Controlling and monitoring news media transportation from Sherman Air Field to CIBNAM and sub-CIBNAM, as well as movement of the media during the dedication.

(2) Supervising the accreditation of news media, including implementation of procedures for accreditation, and maintenance of accreditation records.

(3) Supervising the administrative work of the CIB.

c. Photo-Journalist. The Photo-Journalist will concentrate on the preparation and production of photographic features relating to the dedication ceremonies. He reports to the Head, Media Relations.

d. Head, Administrative Section. The Head, Administrative Section is responsible for the general administration of the CIB. He reports to the Assistant OIC. Specific duties include:

(1) Maintenance of personnel records and assignments as included in this public affairs plan.

(2) Maintenance of official correspondence records.

(3) Clerical and administrative tasks, as directed.

(4) Supervision of two drivers assigned to CIB.

e. Head, Media Relations. The Head, Media Relations is responsible for the gathering and dissemination of information to news media concerning dedication ceremony activities. He reports to the OIC, CIBNAM. His specific duties include implementing the public information program, coordinating the assembly and distribution of news media information kits, and setting up briefing sessions and tours relating to the Naval Aviation Museum.

f. Press Officer, Media Relations. The Press Officer has responsibility for dissemination of information to members of the news media. He reports to the Head, Media Relations with specific duties to include:

(1) Preparing event and post-event material for public release, including press kits, background information, biographies of personnel, and other data.

(2) Coordinating requests for media interviews with project and museum personnel.

(3) Providing other assistance to news media representatives, including the handling of all written and verbal inquiries.

g. Magazine and Still Photo Officer. The Magazine and Still Photo Officer is responsible for providing assistance to members of the media requiring preparation of magazine material and the release of still photography. He reports to the Head, Media Relations. Duties of this officer will include:

(1) Providing assistance to magazine and book media representatives as appropriate.

(2) Establishing and supervising procedures for release of still photography.

(3) Maintaining a master library of all photography for release, along with necessary forms for ordering particular photos.

(4) Distribution of still photography.

(5) Supervision of dark room facilities for wire services at the NAS Pensacola photographic laboratory.

h. Television Officer. The Television Officer is responsible for all liaison and coordination with commercial and educational television covering the dedication ceremonies. He will report to the Head, Media Relations.

i. Radio Officer. The Radio Officer is responsible for the production of radio material during the ceremonies. He will report to the Head, Media Relations. Specific duties include:

(1) Effecting liaison with Sub-CIBNAM personnel to provide on-site assistance to representatives of radio networks.

(2) Coordination of special telephone interviews between Museum personnel, distinguished participants, and radio representatives.

(3) Participating in, and supervising, the production of radio tape material for dissemination to regional or national radio outlets which have no representatives on hand for the dedication ceremonies.

(4) Supervising the establishment and maintenance of a master library for all released radio tapes.

(5) Distribution of released radio tape material.

(6) Coordinating all requests for assistance from radio media.

(7) Assisting in the preparation of material for release on radio tapes.

(8) Maintaining logs and library for all released radio tapes.

(9) Operating tape recording equipment to produce radio tape material for distribution, including beeper reports direct to radio audio outlets.

(10) Coordination of radio reports with the CHINFO automatic beeper system.

j. Technical Advisor. This official will be assigned by the Museum to provide guidance to CIBNAM on the technical aspects of museum development and naval aviation history and exhibits on display. He will be available to answer questions of technical nature posed by the news media. He will report to OIC, CIBNAM.

k. Journalists. Journalists will be available to assist the news media, as directed by the Head, Media Relations.

l. Head, sub-CIBNAM. The Head, sub-CIBNAM, located at the site of dedication, coordinates on-scene public affairs activities and provides assistance to news media representatives at the dedication ceremony itself. His primary responsibilities are to:

(1) Serve as liaison for CIB Personnel.

(2) Coordinate media activities on site, along with the Assistant OIC, CIB.

(3) Provide periodic situation reports to the OIC, CIB.

(4) Arrange interviews for newsmen with Museum dignitaries and personnel.

m. Media Officer, sub-CIBNAM. The Media Officer, CIB Annex will provide assistance to media representatives, and is the CIB representative in the press section of the area in which press seats are reserved during the ceremony. He reports to the Head, sub-CIBNAM and is responsible for a continuous flow of information to the CIBNAM. He will make certain that only credentialed news people are allowed in the seating area for press.

n. Assistant Press Officers. There will be three Assistant Press Officers, each assigned to monitor one of the three roped off areas marked "Press Only." Duties of the Assistant Press Officers will include:

(1) Escorting media representatives who wish to move beyond the designated areas for press members.

(2) Making certain that members of the media display their press credentials prior to gaining access to the roped off areas.

(3) Carrying out related public affairs duties as required by the Head, sub-CIB.

TAB A TO APPENDIX I (EXAMPLE)

PERSONNEL REQUIREMENTS FOR CIB AND SUB-CIB

1. Command Information Bureau, Naval Aviation Museum. The following Navy and civilian personnel will staff the Command Information Bureau, and will report 0800, 7 April to CNET PAO, except those indicated by asterisks, who will report 0800, 11 April.

a. Command

Grade	Billet	Command Source
CDR	OIC	CNET
LCDR	Assistant OIC	CNET
YN1	Head, Administration	CNET
*SN	Driver	NASP
*SN	Driver	NASP
*SN	Driver	NASP
GS	Technical Advisor	Naval Aviation Museum
b. Media Relations		
GS	Head, Media Relations	CNET
LTJG	Press Officer	CNET
LT	Television Officer	COMNAVRES
LT	Radio Officer	COMNAVRES
LCDR	Photo Officer	NASP
PH1	Photographer	CNET
PH2	Photographer	CNET
PH3	Photographer	NASP

2. Sub-Command Information Bureau, NAM. The following Navy and civilian personnel will staff the sub-CIB and will report at 0800, 11 April to CNET PAO, except those indicated by asterisks, who will report 0800, 7 April.

Grade	Billet	Command Source
LCDR	Head, CIB Annex	COMNAVRES
LTJG	Press Officer	CNET
*GS-9	Assistant Press Officer	NASP
*ENS	Assistant Press Officer	VT-10
*ENS	Assistant Press Officer	NASC
JO/PH1	Photo Journalist	CNET
JO2	Journalist	CNET
*JO3	Journalist	CNET
*JO3	Journalist	CNETS

APPENDIX II (EXAMPLE)

FACILITIES

1. General. To facilitate news coverage of the dedication ceremonies, facilities appropriate to the occasion will be established. This will include a Command Information Bureau at the Barrancas Beach House located across the road from the Naval Aviation Museum; a sub-CIB in a tented area to the west and rear of the general audience at the dedication ceremony; an alternate sub-CIB set up inside the Naval Aviation Museum, in the event of inclement weather; and three roped off areas with necessary power and elevation equipment to accommodate photographers, television cameramen, etc.

2. Procedures

a. Command Information Bureau. The necessary tables, chairs, and space are now available at the Barrancas Beach House. Installation of communication equipment in accordance with Appendix III of this public affairs plan can begin as the OIC, CIBNAM deems necessary. The main area of the CIBNAM will be designated for use by the media. Typewriters will be available for media use.

b. Subordinate Command Information Bureau. This area to the west and rear of the general audience should accommodate one working table and two desks. Necessary chairs and supplies will be furnished by the CIBNAM. This area will serve as one of the filing areas for reporters and includes telephones.

c. Alternate Sub-CIB. This area, to be outfitted in the same manner as the sub-CIBNAM, will be ready for use in the event of inclement weather and indoor ceremonies. Alternate sub-CIB will be located on the mezzanine floor in a side cover area overlooking the main display area of the Museum. Telephones for media use will be available inside the Museum.

d. Roped-off areas for press use. To accommodate television cameramen, photographers, and radio media, two roped-off areas are to be established, each within 50 feet of the main podium used for the dedication ceremony. Access to these areas during the dedication will be controlled by a press officer. Newsmen will have free access to the sub-CIBNAM for filing purposes at all times.

(1) Press Area One. This area will be located to the west of the main podium and measures approximately 10 x 10 feet. Electrical power (100 amps) will be provided to accommodate necessary television needs (4 outlets). Two hydraulic mechanical stands provide an 8′ lift on an approximately 5′ x 5′ platform that will be provided.

(2) Press Area Two. This area will be located directly in front of the main podium, and consist of an area about 20 x 30 feet. A one-tiered platform (3′ high x 5′ deep x 20′ long) for elevation purposes will be situated in this area. This tier will be equipped to handle 100 amps of power through 12 electrical outlets, and radio needs.

e. Roped-off areas inside the Museum. Three areas similar to those described in subparagraphs 2d(1) and (2) of this Appendix will be established in the Naval Aviation Museum in the event that the dedication ceremony is held inside. These areas will be within 50′ of the main podium from which the ceremony would be held. Low platforms may be used for elevation vice tiers specified for outdoors.

3. Specific Responsibilities

a. The OIC, CIBNAM will coordinate the establishment of facilities as outlined in this section of the public affairs plan.

b. Commanding Officer, Public Works Center, will set up facilities in accordance with this section of the public affairs plan including:

(1) One open-air tent, about 40′ x 40′ surface overhead, located in accordance with TAB A.

(2) Two roped-off areas located in accordance with TAB A for Press Areas One and Two. A rear entrance control gate should be set up, along with sign for each area indicating "Press Only."

(3) A sign indicating "Press Information Center" to be placed at entrance of driveway to Barrancas Beach House.

(4) A sign indicating "Press Information Center Annex" to be located in a visible place at tent site.

(5) Two hydraulic elevation platforms, about 5′ x 5′, to be located in area marked Press Area One.

(6) Tiers of the dimensions outlined in subparagraph 2d(2) to be constructed in accordance with their proper locations as indicated. Flatbed trailers may be substituted for constructed tiers.

(7) Electrical outlets capable of handling 100 amps of power to be located in areas designated Press Areas One and Two (total 16 outlets).

(8) Twelve electrical outlets capable of handling 200 amps of power to be located within Naval Aviation Museum, in each of three designated areas as determined by OIC, CIBNAM and Director, Naval Aviation Museum.

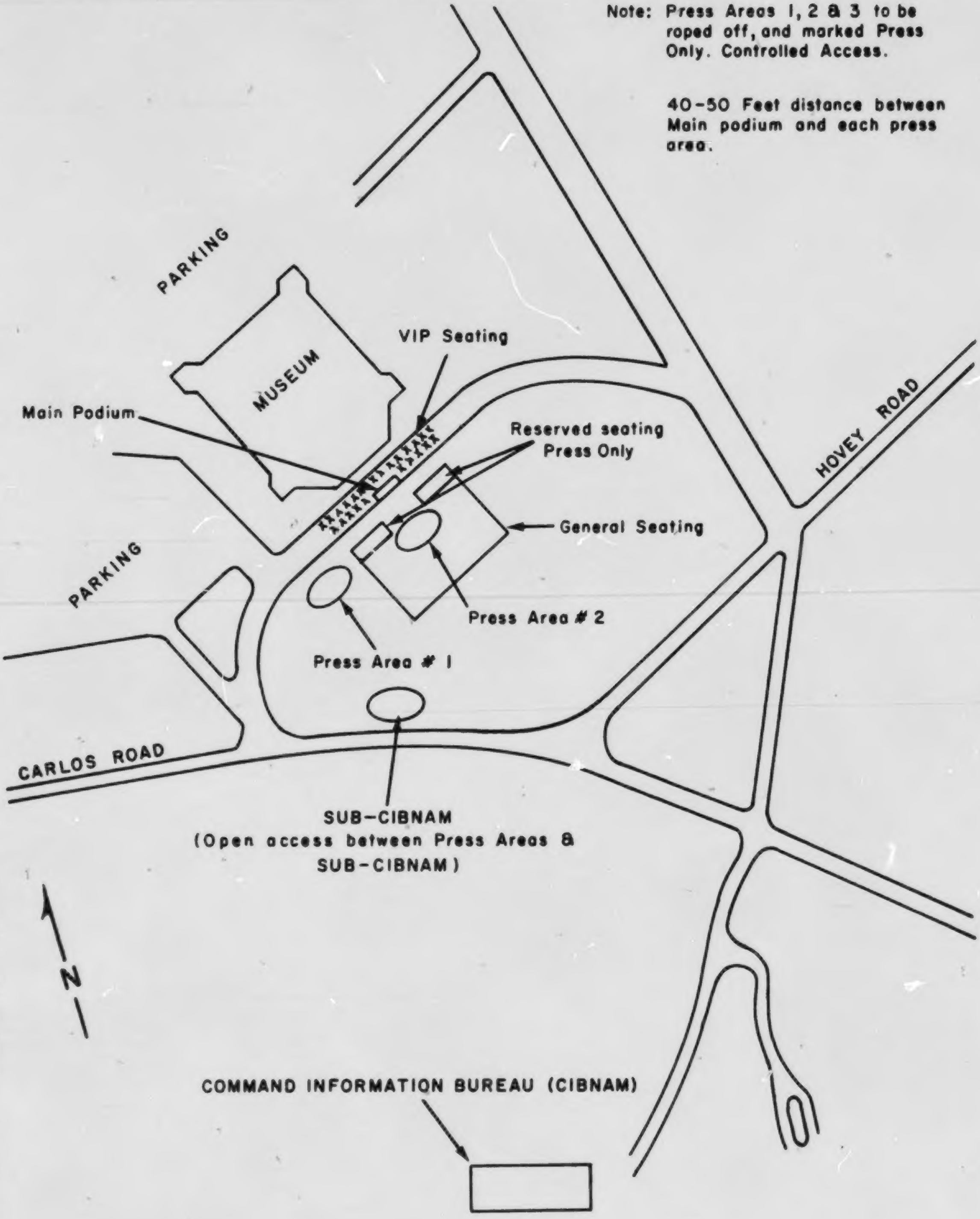
(9) Eighteen typewriters (manual), to be located 16 in CIBNAM and 2 in sub-CIBNAM.

(10) Three bulletin boards to be located in the CIBNAM for display of available photos relating to the museum dedication (about 4′ x 4′ each), and one board for posting messages for media representatives.

TAB A TO APPENDIX II (EXAMPLE)

Note: Press Areas 1, 2 & 3 to be roped off, and marked Press Only. Controlled Access.

40-50 Feet distance between Main podium and each press area.


PARKING
MUSEUM
VIP Seating
Main Podium
Reserved seating Press Only
General Seating
HOVEY ROAD
PARKING
Press Area # 2
Press Area # 1
CARLOS ROAD
SUB-CIBNAM (Open access between Press Areas & SUB-CIBNAM)
N
COMMAND INFORMATION BUREAU (CIBNAM)

TAB B TO APPENDIX II (EXAMPLE)

EQUIPMENT AND CONSUMABLE SUPPLIES

ITEM	QUANTITY	LOCATION	SOURCE
Desk, single/double pedestal	6	4 CIB/2 Annex	2
Table, library	31	25 CIB/6 Annex	3
Table, small eating	21	20 CIB/1 Annex	3
Chairs, arm	7	5 CIB/2 Annex	2
Chairs, card table	100	88 CIB/12 Annex	3
Typewriter, standard (non-electric)	18	16 CIB/2 Annex	2
Wastebasket	23	20 CIB/3 Annex	2
Bulletin Board 4′ x 4′	4	3 CIB/1 Annex	2
Trash can, large	5	4 CIB/1 Annex	2
Signs, wood	3	2 CIB/1 Annex	2
Sedan/station wagon	3	CIB	2
Van, 10 passenger	1	CIB	2
Bus, 45 passenger	1	CIB	2
Light, hanging, 100 watt	5	Annex	2
Tent, 40′ x 40′	1	Annex	2
Outlet, electrical	1 double	Annex	2
Food, beverages	As required	CIB/Annex	4
Telephone, incoming/tie line	6	4 CIB/2 Annex	2
Head, portable	1	Annex	2

Appendix III—CIB PLAN (SPECIAL EVENT)

ITEM	QUANTITY	LOCATION	SOURCE
Hydraulic stands	2	Dedication Site (DS)	2
Outlets, electrical	48	36 DS/12 NAM	2
Photographic tiers	6	DS	2
Tape Recorder	1	DS	1
Patch board/Multiplex	1	DS	1
Ash trays	50	40 CIB/10 Annex	1
Pencils, #2	20 boxes	15 CIB/5 Annex	1
Pens, ball point	20 boxes	15 CIB/5 Annex	1
Scotch tape dispenser, large roll	7	5 CIB/2 Annex	1
Paper clips	10 boxes	8 CIB/2 Annex	1
Steno pads	100	85 CIB/15 Annex	1
Cups, styrofoam	600	500 CIB/100 Annex	1
Paper, Typing	20 reams	18 CIB/2 Annex	1
Scotch tape	14 rolls	10 CIB/4 Annex	1
Staples, standard size	10 boxes	8 CIB/2 Annex	1
Staplers, standard	20	14 CIB/6 Annex	1
Spoons	600	500 CIB/100 Annex	1

1 - CNET
2 - PWC
3 - Barrancas Beach House
4 - NASP

APPENDIX III (EXAMPLE)

COMMUNICATIONS

1. General

Communication facilities will be provided to handle news situations appropriate to an event of national significance involving senior government officials. Communication facilities at CIBNAM and sub-CIBNAM will be limited and will include only such equipment as is necessary to provide official public affairs communications.

2. Procedures

a. Queries by telephone outside the Pensacola area will normally be answered on a collect call basis.

b. Press copy may be filed from CIBNAM for transmittal collect via Western Union to receiving organizations.

c. Under no circumstances will newsmen be authorized to use government communication facilities for other than collect calls.

d. All queries from the media concerning the dedication will be channeled to CNET PAO or CIBNAM, when established.

3. Equipment

a. CIBNAM. Four regular telephone instruments capable of handling three lines, plus a tie-line between the CIBNAM and sub-CIBNAM, with hold and light capability, will be set up in the CIB.

b. Sub-CIBNAM. Two regular telephone instruments capable of handling three lines, plus the tie-line, with hold and light capability, will be set up in the Sub-CIBNAM tented area near the dedication site.

4. Specific Responsibility

a. The Commanding Officer, Public Works Center, will:

(1) Provide communications support for CIBNAM and sub-CIBNAM prior to, during, and after the dedication ceremony.

(2) Assure installation of the equipment required for the conduct of public affairs in CIB and sub-CIB at the desired time. Regular telephones should be installed by 7 April, and direct long distance telephones by 11 April.

(3) Assure that upon disestablishment equipment is properly removed and returned.

(4) Coordinate installation of equipment, in accordance with paragraph 3 of this Appendix, with Assistant OIC, CIBNAM.

(5) Provide one tape recorder for set-up in Press Area Two.

b. The Assistant PAO, CNET is designated to serve as coordinator for installation of communications equipment in the CIBNAM and sub-CIBNAM, and to serve as public affairs liaison with the Southern Bell Telephone company to effect arrangements for news media communication facilities, as desired by CO, PWC.

APPENDIX IV (EXAMPLE)

TRANSPORTATION

1. General. It is anticipated that many incoming and departing newsmen may use Sherman Air Field as their air transportation entry and exit facility. In accordance with previous guidance, CHINFO will coordinate all air transportation for newsmen representing national organizations.

2. Procedures. In accordance with the transportation provisions of this plan, government furnished ground transportation will be available to shuttle newsmen from Sherman Field to the Command Information Bureau.

3. Specific Responsibilities

a. CIBNAM will:

(1) In conjunction with CNET (N-4), determine flight schedules for arriving news media, notifying appropriate personnel of any change in schedules or originally planned arrival times.

(2) Coordinate arrangements for arrival and departure transportation.

(3) Provide on-base transportation for local and area news media.

b. Commanding Officer, NAS, Pensacola will:

(1) Arrange for and provide necessary vehicles and drivers.

(2) Provide one 45-passenger bus to meet scheduled media flights.

(3) Provide three Navy sedans/station wagons and a ten-passenger van to the Command Information Bureau for the period 10 April through 14 April 1975, along with drivers for vehicles.

(4) Direct all newsmen arriving by vehicle at the front gate to the CIBNAM, where parking facilities are available.

APPENDIX IV

AFTER ACTION REPORT

Various types of reports are made or required in connection with certain public affairs endeavors. This appendix contains an "after action report" on the results of a CIB operation. Informal, inter-office reports of this nature provide vital reference background for planning a similar event in the future.

MEMORANDUM FOR THE RECORD

Subj: Lessons learned; commissioning a major combatant when the White House is involved

Commissioning of *USS Nimitz* in Norfolk, VA

Encl: (1) CIB operation: press credentials

1. Commissioning a major combatant takes on significant dimensions when the White House is involved. Public affairs procedures escalate from routine to special. Personnel involved must understand that the White House calls the shots and everyone must remain flexible. All personnel must be able to react on short notice and know how to get things done in the most expeditious manner. Following is a recap of the major areas which developed in working with the White House on the *Nimitz* commissioning. The items may be either classified as lessons learned or as suggestions on how to handle similar future events.

A. Pre-announcement activities. Public affairs planning must be initiated well before it is announced that the President will participate in the event. The following should be accomplished:

1. Name an on-scene project officer at least three months in advance. In most cases, this will be the naval district PAO.

2. Hold initial coordination meeting with the ship and shore personnel who will play major roles, e.g., base security, public works, communications, printing, transportation.

3. Promulgate an overall public affairs plan at least four weeks in advance of the event. NOTE: General interest will not develop until the final weeks and there probably is no way to shake the inertia.

4. The ship should prepare the master list of personnel for hometown releases and feature stories at least four weeks in advance.

5. Begin work on a standard feature story which can be used for all personnel. Personalize the first several paragraphs, then use standard material about the ship, etc. The story can refer to the President attending but cannot go out until public announcement is made. There is no limit to the number of stories that can be prepared, with or without reference to the President. A three-man JO/PH team should be dedicated to this one aspect.

6. Man the CIB no later than two (preferably three) weeks before the event for the following purposes: (a) media and outside agencies will recognize a common contact point and (b) work can begin on features and other press releases. A well-run CIB with good leadership can drive the commissioning planning.

7. At about C-Day minus 14 days make first contact with the White House advance office. How this is initiated depends on what part of OPNAV is in charge, and how actively SECNAV's office wants to participate in the project. DO NOT contact the White House until you have persmission from SECNAV. SECNAV will determine whom to contact.

8. Prepare, check, and distribute press kits three weeks in advance. Provide guidance as to content prior to preparation, to avoid complaints coming in at the last minute–after all kits have been sent.

B. Pre-commissioning activities after the White House team is involved.

1. The White House advance team representative will lay the ground rules for the activity and announce when the advance team will visit the site. Site visit usually occurs about 10 days in advance of the President's visit.

2. Brief all those concerned as to what the White House expects. Do this as early as possible. It must be made very clear to Navy personnel involved that the White House will run the event and is well prepared to handle all aspects–with or without Navy cooperation.

3. Be prepared to make recommendations to the team on how the Navy would like to run the event. Be candid and detailed, but ready to accept changes. On this note: if the White House desires changes, they will be incorporated. The manner in which the changes are made will vary. In some cases the team will suggest changes, on other occasions they will make them and tell you about it later.

4. The *Nimitz* commissioning folder on file in CHINFO contains a series of memoranda which outlines the types of problems that must be worked out with the advance team. Each item must be addressed immediately and thoroughly; keep everyone informed. During the final two weeks, major developments will filter back to the Pentagon through just one officer. This person must be aware of the need to keep everyone informed. On-scene work will revolve around the advance team, the ship's commanding officer, and the naval district commandant.

5. Have all on-scene personnel ready for the advance team visit. The visit will last about four hours and will cover all facets. Be prepared to give

complete support. One or two members of the team will remain on the scene until the event. They will require office space, clerical help, telephones, etc. We provide.

6. Find out what can be done to provide for the media and push for an early release on the announcement that the President will speak. Try to get the announcement out five to seven days in advance.

7. The advance team will leave for a day or so and by C-Day minus six the entire group will return.

8. Make sure the ship doesn't mail out invitations until the time of the event has been cleared with and approved by the White House. This has to be staffed through the chain of command to the military office of the White House. If you don't do this, it's possible that the invitations could indicate the wrong time.

C. Post-announcement activities.

1. Get out all the hometowners and special photofeatures.

2. Have the CIB issue a daily situation report (SITREP).

3. Start getting press credentials arranged. Special forms are required. Credentials (1 copy) must be given to the Secret Service two days in advance of the event so that all media can be cleared. Media representatives must know that if they don't have their requests in by C-Day minus 18 hours they won't be cleared. This policy will not bend.

4. Make up press cards and parking passes. Coordinate with ship to make sure all press requirements are known, understood, and workable. Don't strand media outside the pier area because someone doesn't know what is to happen.

5. For about five days prior to the event, the White House may insist on a daily meeting of all key personnel–usually about 1700. This is the time to clear up misunderstandings and lay on requirements. Don't be timid. The White House press representative will be on hand to assist. Work with him to eliminate bottlenecks. Remember: the majority of the people involved in the event will not appreciate in advance how much emphasis is placed on the media. They need to be told that the media will receive special attention and privileges with the complete endorsement of the White House.

6. Make sure the CIB has a sufficient number of telephones. Seven lines weren't enough for the *Nimitz* CIB.

7. Obtain a telecopier a week in advance. (For rental of a Xerox telecopier, a minimum of three months rent is required.)

8. Put the CIB on a watch schedule for the last 7 days. Keep it open from 0700 until 2200.

9. On C-Day minus two, invite the press for a meeting with the ship's CO. Have a press day on C-Day minus one for tours, luncheon with the XO, and final briefing on the schedule for the next day. Have coffee and rolls for both events and keep the CIB equipped with coffee, cups, spoons, etc. The press will ask many questions about procedures–be prepared to keep them fully informed.

10. The White House press representative will insure that a press platform is built and positioned near the head platform. The press platform (on the ship or on the pier) will be equipped with power and telephones. The ship may try to move the platform but the White House will handle that.

11. Get a press trailer for the foot of the pier on C-Day minus three. The Secret Service will close the pier to vehicular traffic several days before the event and close it to all personnel on C-Day minus one. The press will have to be accommodated in the trailer. On C-Day minus one move all press credentials from the CIB to the trailer. Have a phone in the trailer.

12. Call all local media several times during the week. Invite representatives to the press conference, and press day, and remind them that credentials have to be sent in early. Make sure each media representative understands that anyone who could be assigned to the event itself must be cleared. As a safety precaution, credential everyone who could be so assigned. Those without clearances will not be permitted on the pier. Think of all possible problems and requirements and take double measures to provide for the welfare of the media.

13. Make sure the base security people know that the media will be issued special passes but may not have them when they arrive for the ceremony–a press pass for the dashboard of the car plus passes for access to the pier. A local security officer who refuses to allow a member of the press to pick up his credentials can cause a flap.

14. About C-Day minus seven make another check of the press kit to be sure it is up to date. Include all information that the media could want: comparison figures between the ship to be commissioned and others like it, historical data on the ship and the person after whom the ship is to be named, accurate and complete data on ship's charactersitics in layman's terms, correct biographies, sharp glossy photographs (variety), map of the base parking instructions, and special announcements. Insert final program as soon as it is ready.

15. The advantage of getting an early announcement makes it possible to get the final program to the printer at the earliest time. Don't let the ship put the program to bed without one more check on the scenario with the White House advance team. In the case of *Nimitz*, the final program was inaccurate because the program was sent to the printer too early. Better to be late and be right as long as you get the program before the actual event.

16. Generally, don't expect copies of the President's speech until the morning of the event. Don't get upset if it gets out to DC media the night before. This is beyond your control. Don't make promises to local media on the delivery of copies of the text.

17. The principal speakers (e.g. SECNAV, CNO, SECDEF) will want to prepare their remarks around what the President says. This is not possible because the White House holds the speech close and won't release it until the last minute. Encourage the principals (their aides) to contact the White House military office for guidance but not to expect anything tangible. Let the PAO's who work for the principals worry about this problem; you run the CIB.

18. The White House will want facilities on the base where the media can file post-event stories. They will require 40 telephones (with direct lines to operators), desks, and typewriters. The White House will take care of manning the press center and will come equipped with duplicating gear, speakers, refreshments, etc. In case of *Nimitz,* the base gym was used with great success. The press center is important and is a major evolution. Have knowledgeable personnel on hand to answer questions–there will be many. The questions deal with background on ships, comparative figures, naval strategy, etc.

19. The White House will want special busses for the press corps and a carry-all for gear. Arrange for these in advance and make sure everyone is informed, especially base security and the naval air station (if the president flies in).

20. The White House press corps will fly in chartered aircraft.

21. Have a sedan available for three members of the White House staff to go to the press center. These people will prepare for the media when the latter arrive after the event. Have a driver that knows where to go. Don't leave anything to chance.

22. Get your military photographers and journalists cleared and issued credentials. They will get the same treatment as the White House press corps and will be included in the pool that follows the President.

23. Arrange for helo coverage (aerials) of event site on the day of the event. Send the message requesting helo service at least three days in advance. Coordinate by phone with appropriate commander and combat camera.

24. When programs are ready, get advance copies to Washington for VIPs who will fly in.

25. During the planning stages, get a member of the ship's crew to work directly with Office of Legislative Affairs (OLA). See that this person has a direct phone line–do not use CIB phone numbers for OLA contact points. Make sure that the CO and commandant are well aware of the need to work on a daily basis with Congressmen through OLA. Special treatment will be given to Congress, e.g., flight down, special seating, honors on arrival, reception. Make sure OLA understands the importance of getting their requests for invitations, transportation, and special privileges in early. Do not let OLA turn CIB into a general answering service for their requests/demands.

26. Make sure the CIB has a copy of the latest Congressional Directory. The Secret Service and others will want to use it.

27. Prepare an area parking map so the local papers can run it several days before the event.

D. Inviting the general public.

1. If the White House wants the general public invited, the CIB must take an active part. Remember, however, that the White House has had considerable experience with this problem and knows how to handle it. The

guidance is this: if you expect 20,000 to attend, you will have to carry out a full-scale, enthusiastic, and thorough publicity program to get two-thirds of that total. The White House issued that statement and it was borne out in the *Nimitz* commissioning. If you think you are overdoing a campaign to get the public out, you are, in fact, conducting the right kind of program to get some people out. Even though there will be wild estimates (on the high side), don't believe them.

2. Have in advance for the White House team the following: publishing dates of all military newspapers, names and phone numbers of publishers or Officers in charge, addresses. Also, have the names of all service organizations in the area: wives clubs, Navy League, social groups, etc. The White House team may want to contact all of them.

3. Look ahead during the planning period to make sure you get the cover story in each base newspaper–this will take a long lead time and you won't be able to include reference to the President. But get the stories in anyway, then follow up with special pages to insert after the President has been announced. Be prepared to deliver copy to publishers even if it means a 60-mile trip.

4. Ask the press to make repeated announcements that the general public is invited, when the gates open, and how to get to the ship. Include fundamentals in all details; don't assume that the public knows anything.

E. Commissioning day.

1. The White House press corps will arrive by charter flight about 45 minutes before the event. All but 8 or 10 will go right to the press platform. The others will be escorted by the White House press representative and will move with the President. They will be properly identified and the ship should be aware of the plans. This can be covered in the daily meetings. A naval officer should accompany the pool to lead, answer questions, and assist the White House press representative.

2. Make sure the press busses are parked near the pier. Escort the media back to the busses immediately after the event so you can get to the press center immediately.

3. Coordinate with the ships if there are to be any post-commissioning media visits to the ship. Don't have media turned back at the quarterdeck because you hadn't planned ahead. You can expect last-minute requests by media and you must be prepared to handle them, keeping the ship informed.

F. Relax and don't fight the problem. Cooperate and be responsive.

J. M. WHITE
Commander, U.S. Navy
Director
Program Planning Division

CIB OPERATION: PRESS CREDENTIALS

1. A basic form was prepared, using samples provided by the White House advance team. Required information: full name, affiliation, Social Security number, date and place of birth, and business phone number. While this form was ready to send with the initial letter to the press concerning press day and the commissioning, it could not be sent because it included reference to the Presidential visit, which had not yet been announced.

2. Press letters included a deadline of noon Thursday for contacting the CIB if they wished to participate in either press day or the commissioning ceremony. As individuals would call in to say they were attending, information for the credentials was taken. By the time calls started coming in, the announcement had been made by the White House, and the full reasons for credentials could be explained.

3. CIB personnel were instructed to tell the callers that the information required was for a Secret Service security check, that no credentials would be issued unless that information was on file and had been cleared, and that they would be required to pick up the credentials themselves (proving with proper identification who they were). As more information became available from talking with Secret Service personnel, callers were informed that they would be required to show two forms of identification.

4. About a week prior to the ceremony, press credentials were prepared by the print shop, using one of the tags from the President's visit to the Navy League in New Orleans as an example. Once back from the printer, the credentials were numbered and a string was tied to each. A close check was kept on the credentials at all times to prevent anyone from walking away with a copy. Samples were given to the agent in charge to allow him to brief all agents as to what to expect.

5. It became evident that White House press representatives were not concerned with Navy photographic coverage, primarily that being requested by *Nimitz*. Talks with Secret Service produced an agreement as to special credentials to identify these individuals and a list was supplied to the agents as to which individuals would be in which locations. (*Nimitz* photo teams were allowed access to the flight deck and hangar deck, but it was agreed that once there they would not be allowed to move from their locations. Flight deck people could move about the flight deck, but could not go to the hangar deck area.

6. All names received as of 1800 Thursday were submitted to the Secret Service. One copy of the credential form was delivered to the agent in charge. A final deadline of 1300 Friday was placed on the submission of any other names for check. After the final list had been given to the Secret Service, a request for four credentials came in. Because the individuals concerned had had previous White House clearances, it was possible to accommodate them.

7. Press credentials were issued beginning Friday, following press day. After being told they would be issued in the wardroom at the end of the briefings,

the site was changed to the press trailer. No provision for support had been made, so the initial distribution was confused, reflecting poorly on the CIB. Parking passes were also issued at this time.

8. Individuals from the local media who were to be included in the White House "pool" were told by Harris to be at the airfield the next morning to be issued credentials. Then, at a meeting at 1800 Friday night he decided to use the basic credentials with additional colored tags for the pool people who did not already have White House pool tags. Rather than taking their credentials with him, and issuing all at the airfield, their regular credentials were left at the press trailer for them to pick up in the morning. Security at the airport had been told that in order to get on the air station, individuals had to have the press tags or other Secret Service clearances, so there were some problems. People who had gone to NAS had to come back to the pier area and then return to NAS. Getting through traffic and security made this difficult.

9. Saturday morning there was a problem with one of the local security men refusing to allow press people to drive into the pier area. He had been briefed that the press would all have their passes prior to arriving on Saturday and that there would be press who would try to sneak in. A call to his supervisor explained the situation: there were a number of out-of-town media who had not been able to get to press day and pick up credentials and that they should be allowed to enter the area. This word was passed on to the security guard and no further problems occurred.

10. On Saturday, four people were assigned to the trailer to issue credentials. All were instructed to verify that two forms of ID had been presented, the individual had signed for his credentials on the master list, and that the pass was filled out before the individual left the trailer. They were also instructed to remind the press that the pass was to be visible at all times while they were on the pier. They were instructed that no one received credentials unless they appeared on the master lists. Only one case occurred of someone demanding credentials who did not appear on the list. This was a case of someone who had called in with what CDR Barry deemed an inappropriate affiliation–the Navy Exchange publicity service–and at his direction her name was not even submitted to the Secret Service for their check, as he felt it was merely someone trying to get a good seat. Had she given an appropriate Navy office, e.g., PHIBASE PAO, she would have been credentialed with no questions being asked.

11. One of the leaders of the CIB presented a name to one of the workers at the trailer Saturday, saying it was OK to issue credentials to the individual because he had had previous White House clearance. This was in direct violation of all previous instructions from the Secret Service, but credentials were issued to the individual when he showed up. Special attention was paid to checking his identification when it was presented.

12. The press trailer was closed down at 1045 as per instructions. There were a small number of credentials which had not been picked up. No complaints were registered with the CIB, so it is assumed that those individuals who did not pick their credentials up did not attend.

APPENDIX V

ADVERSE INCIDENT PLAN

COMFIRSTFLT
Operation Order
Rose Festival Visit

APPENDIX III TO ANNEX B

ADVERSE INCIDENT PLAN

Reference: (a) OPNAVINST 3100.6
(b) BUPERS MANUAL
(c) MARCORPERSMAN, Chapter 12
(d) PACFLT Regulations, Article 12104.1

1. Purpose. The purpose of this appendix is to specify the procedure and format for the release of information concerning adverse incidents occurring during the Portland Rose Festival visit.

2. Definition. An "adverse incident" is considered to be:

a. Any personnel casualty, whether to military or civilian personnel, which results in death, being placed in a "missing" status, or injury serious enough to require hospitalization.

b. Lesser injuries to a group of persons, resulting from a single incident.

c. A major accident or incident which could be or could become the subject of press interest, and particularly those incidents which are or could have been observed by civilian newsmen or guests.

3. Background. Although it is not likely, there is a possibility that adverse incidents will occur during the Rose Festival visit. The occurrence of adverse incidents is invariably of great interest to newsmen. Experience has shown that news coverage of such incidents can be limited to a relatively brief time period if essential information on the incident can be provided in the briefest possible period of time. Identification of persons involved in adverse incidents is of special interest to newsmen, and is most often the item which extends news coverage into additional days.

4. Policy. It is the policy of the Secretary of the Navy that essential news of adverse incidents will be released when known, unless such release would compromise military security. In order to accomplish its mission, the Rose Festival CIB must be expeditiously informed of all particulars of adverse incidents, including full identification of persons involved. The decision as to what news is to be released to the press, and the decision as to when such news is to be released, is the responsibility of the Information Coordination Officer. In no case will individual commanders attempt to withhold such information from the CIB. Wording and timing of press releases pertaining to adverse incidents will be determined by the merits of individual cases; whenever possible, identification of casualties will be withheld until the next-of-kin may reasonably be expected to have been notified.

5. Action.

a. In accordance with reference (a) in OPREP-3 Navy Blue will be sent to the appropriate authorities.

b. COMFIRSTFLT, COMTHIRTEEN, and CO, USN & MCRTC, Portland, Oregon, will be made information addressees on all communications required by reference (a) or (b) whichever is appropriate.

c. The CIB will initiate any reports deemed necessary in accordance with reference (d).

d. Format for Notification of the CIB. Upon occurrence of an adverse incident, the commander concerned will notify the CIB by the most expeditious means possible, giving the following information:

(1) Summary description of incident.

(a) What happened
(b) When
(c) Where
(d) How
(e) Why

(2) Persons killed.

(a) Name
(b) Rank/rate
(c) Social Security number
(d) Branch of service
(e) Parent command
(f) Name, address, and relationship of next-of-kin
(g) Status of notification of next-of-kin
(h) Factors which may preclude public release, if any

(3) Persons missing.

- (a) Name
- (b) Rank/rate
- (c) Date of birth
- (d) Social Security number
- (e) Branch of service
- (f) Parent command
- (g) Name, address, and relationship of next-of-kin
- (h) Status of notification of next-of-kin
- (i) Factors which may preclude public release, if any

(4) Persons injured.

- (a) Name
- (b) Rank/rate
- (c) Date of birth
- (d) Social Security number
- (e) Branch of service
- (f) Parent command
- (g) Name, address, and relationship of next-of-kin
- (h) Status of notification of next-of-kin
- (i) Critical, serious, or minor injury, if determined
- (j) Description of injury, expressed in lay terminology
- (k) Treatment and evacuation sequence
- (l) Factors which may preclude public release, if any

(5) Persons involved but not injured.

- (a) Name
- (b) Rank/rate
- (c) Date of birth
- (d) Social Security number
- (e) Branch of service
- (f) Parent command
- (g) How involved

(6) Brief estimate of extent of damage to major equipment. This information is important to the CIB in determining the method of handling your particular incident. If the CO objects to release of this item, so state, and give a brief reason for the objection.

(7) Does the commander desire CIB to provide PAO assistance at scene of incident?

(8) In using this format, omit reference to those items that are not applicable. Indicate as unknown those pertinent items for which this word applies. A follow-up should be sent as soon as additional facts are known.

APPENDIX VI

SPECIAL EVENTS CHECKLIST

This appendix contains a checklist designed to assist public affairs personnel in planning for special events. No one section is complete in itself, and it is recommended that the entire contents be studied before use on specific occasions. After study, you can prepare your own checklist, using pertinent items and adding others as the event dictates.

DATE, TIME, AND LOCATION

Date

☐ 1. Date set far enough ahead.
☐ 2. Date selected is most suitable for townsfolk and installation.
☐ 3. Date does not conflict with other local events.
☐ 4. Important guests will be available this date.
☐ 5. Date checked for possible tie-in with historical event.

Time

☐ Time set for beginning of event.

Location

☐ 1. Locations selected for exhibits on installation and in town.
☐ 2. Minimum number of restricted areas involved.
☐ 3. Locations will be well policed.

PUBLICITY

Press

☐ 1. Personal invitations issued to press.
☐ 2. Special invitations issued to newspaper executives in addition to press.
☐ 3. "Teaser" releases prepared for advance distribution.
☐ 4. Release dates determined.
☐ 5. Number of newsmen attending determined.
☐ 6. Handouts and/or press kits prepared (including stock photographs).
☐ 7. Location of CIB determined.
☐ 8. CIB facilities prepared, including:

  ☐ Typewriters.
  ☐ Paper, carbon paper, and envelopes.
  ☐ Pencils and pencil sharpeners.
  ☐ Tables.
  ☐ Telephones and telephone books.
  ☐ Wastebaskets.
  ☐ Chairs.
  ☐ Dictionaries.
  ☐ Clothes rack.
  ☐ Maps.
  ☐ Clock.
  ☐ Weather map (if appropriate).
  ☐ Name cards for reporters' desks (if appropriate).
  ☐ Chalkboard.
  ☐ Telegraph facilities.
  ☐ Ashtrays.
  ☐ Water cooler and paper cups.
  ☐ Coffee urn and cups.
  ☐ Good lighting and extra bulbs.
  ☐ Adequate heating or cooling.
  ☐ Restrooms nearby (for men and women, as appropriate).

☐ 9. Personnel assigned to clean CIB.
☐ 10. Personnel assigned as assistants to reporters and photographers.
☐ 11. Schedule of meals and locations of eating places prepared.
☐ 12. Communications advised of need for adequate telegraph facilities.
☐ 13. Special media box provided for observing feature events.
☐ 14. Transportation for correspondents available.
☐ 15. Parking spaces reserved for visiting news personnel.
☐ 16. Passes and identification tags prepared.
☐ 17. Material prepared and personnel obtained for news briefings.
☐ 18. Invitations to briefing extended to CO and VIP's, as appropriate.
☐ 19. Programs delivered to media prior to day of event.
☐ 20. Additional programs and press kits available for distribution on arrival of newsmen.

Photography

☐ 1. News photographer consulted to determine special needs.
☐ 2. Laboratory facilities available for visiting photographers.
☐ 3. Security escorts for photographers designated.
☐ 4. Special transportation for photographers and equipment available.
☐ 5. Special briefing arranged for photographers on pictorial possibilities.
☐ 6. Indoor facilities available for formal photographs of CO and distinguished guests, if appropriate.
☐ 7. Navy photographers well briefed and official coverage planned.
☐ 8. Photo laboratory alerted as to requirements for printing and developing official photographs.
☐ 9. Distribution list for official photographs prepared.

Radio and Television

☐ 1. Stations consulted to ascertain coverage.
☐ 2. Times set for airing and/or recording.
☐ 3. Clearance obtained for broadcasts on national hookups, if appropriate.
☐ 4. Radio-television booth prepared, plus:
    ☐ Background interference minimized.
    ☐ Wiring checked by communications officer.
    ☐ Sufficient power outlets provided.
    ☐ Replacement parts for equipment on hand.
☐ 5. Special room selected for broadcasting when crowd noise undesirable.
☐ 6. Tape recorder and tapes available.
☐ 7. Command technicians assigned as assistants.
☐ 8. Advance radio-television announcements coordinated with news releases, pictures, shorts.
☐ 9. Spot announcements distributed to stations.
☐ 10. Radio-television editors of local newspapers informed of special broadcasts.
☐ 11. Arrangements made for:
    ☐ On-the-spot broadcasts of main attractions.
    ☐ Interviews with VIP's.
    ☐ Working special event into some network show.
☐ 12. Filler material available.
☐ 13. Information briefing in radio-television room planned.
☐ 14. Announcer asked to check facilities beforehand.
☐ 15. Announcer briefed on procedure in event of accident.
☐ 16. Completed scripts approved.
☐ 17. Arrangements made for pool, if space so requires.
☐ 18. Broadcast media informed of band selections for clearance purposes.

Appendix VI–SPECIAL EVENTS CHECKLIST

Advertising and Promotion

- ☐ 1. Sufficient funds allocated for advertising purposes.
- ☐ 2. Announcements prepared for distribution to civic and fraternal groups.
- ☐ 3. Cooperation of local merchants enlisted, including:
  - ☐ Space for window advertisements.
  - ☐ Placement of paid advertisements in newspapers.
- ☐ 4. Congratulatory messages obtained from manufacturers or interested civic organizations.
- ☐ 5. Editors of appropriate trade and business journals contacted.
- ☐ 6. Special devices prepared, including:
  - ☐ Posters and placards.
  - ☐ Leaflets to be dropped by aircraft (if practicable).
  - ☐ Banners for main streets.
  - ☐ Car-bumper signs.
  - ☐ Decals.
- ☐ 7. Hotel lobby exhibits and window displays prepared.
- ☐ 8. Movie advertising footage prepared.
- ☐ 9. Material prepared for continuous promotion in station newspaper and daily bulletins prior to and during event.
- ☐ 10. Publicity stunts arranged, e.g., sound truck and mobile display, skywriting.
- ☐ 11. Thank-you letters prepared for mailing to all who assisted.

VIP's AND GUESTS

- ☐ 1. Prospective guest list prepared well in advance, including following as potentials:
  - ☐ Governor of state.
  - ☐ Mayor of community.
  - ☐ President of Chamber of Commerce.
  - ☐ Heads of other civic organizations, e.g., American Legion, VFW, service clubs (Rotary, Kiwanis, Lions).
  - ☐ Heads of fraternal organizations (Elks, Moose, Eagles).
  - ☐ Heads of women's organizations.
  - ☐ Heads of other organizations, as appropriate to occasion.
  - ☐ Executives of local newspapers and radio stations.
  - ☐ Labor union officials.
  - ☐ Leading industrialists and professional personnel, as appropriate to occasion.
  - ☐ Military officials.
  - ☐ Distinguished retired or inactive military personnel.
- ☐ 2. Guest list checked with CO.
- ☐ 3. Invitations to guests mailed well in advance of event.
- ☐ 4. List of acceptances and regrets prepared.
- ☐ 5. Special boxes for viewing event planned.
- ☐ 6. Transportation arranged.
- ☐ 7. Messing and billeting facilities arranged.
- ☐ 8. Welcoming committee and escorts selected and briefed.
- ☐ 9. Plans made to have CO meet distinguished guests after arrival.
- ☐ 10. Material prepared for briefing of distinguished guests.
- ☐ 11. Advance publicity on distinguished guests prepared for distribution to local media.
- ☐ 12. Arrangements made for media interviews of distinguished guests.
- ☐ 13. Special refreshment facilities prepared for distinguished guests.
- ☐ 14. Inform visitors coming from a distance of probable weather, suitable dress.

PROGRAM

Speeches

- ☐ 1. Time available for speeches determined.
- ☐ 2. List of speakers prepared.
- ☐ 3. Length of individual speeches determined.
- ☐ 4. Proposed speakers contacted and briefed on event.

☐ 5. Alternate speakers selected.
☐ 6. Advance copies of speeches procured and checked for length and appropriateness to occasion.
☐ 7. Sufficient copies of each speech prepared to meet all needs, including:

  ☐ Advance copies for distribution to news media.
  ☐ Copies for master of ceremonies.
  ☐ Copies for other speakers to prevent duplication.

☐ 8. Appropriate persons selected to introduce speakers.
☐ 9. Arrangements made for broadcasting of speeches (if appropriate).
☐ 10. Speakers' stand erected, after consideration of the following:

  ☐ Location adjacent to main attractions of event.
  ☐ Sufficient room provided for speakers and honored guests.
  ☐ Location does not force audience to stare into sun.

☐ 11. Arrangements made for installation of microphones and loudspeaker system.
☐ 12. Loudspeaker repairman provided.
☐ 13. Decoration of platform completed.
☐ 14. Water and glasses available on speakers' stand.

Parade or Review

☐ 1. Number of participating units determined and individuals informed, including the following (as appropriate):

  ☐ Heads of military units.
  ☐ Commanders of veterans' organizations.
  ☐ Chamber of Commerce (floats, etc.).
  ☐ Schools (bands and drill teams).
  ☐ Community organizations, such as Boy Scouts, Civil Air Patrol, Civil Defense, Fire Department.
  ☐ Police Department.

☐ 2. Parade marshal selected.
☐ 3. Route selected and checked with city authorities, if necessary.
☐ 4. Appropriate assembly and dispersal points selected.
☐ 5. Location of reviewing stand determined.
☐ 6. Cooperation of local police obtained, if appropriate.
☐ 7. Arrangements made for Armed Forces Police to be posted at intersections and turns.
☐ 8. Arrangements made for medical team to be stationed along parade route.
☐ 9. Order of units in parade determined.
☐ 10. Schedule for parade prepared, including times for assembly, commencement, and passing reviewing stand.
☐ 11. Determination made as to uniforms to be worn.
☐ 12. Officers and petty officers familiar with marching ceremonies selected.
☐ 13. Practice schedule prepared.
☐ 14. Reviewing stand prepared, including:

  ☐ Public address system.
  ☐ Decorations.
  ☐ Chairs.

☐ 15. Parade announcer selected and briefed.
☐ 16. Award ceremonies planned, as appropriate, including:

  ☐ Selection of appropriate individuals to make awards.
  ☐ Special attention to families of recipients of awards.

☐ 17. Seniority of VIP's determined.
☐ 18. Area roped off.
☐ 19. Loudspeaker repairman on hand.
☐ 20. Grandstand or area for public to stand in.

Band

☐ 1. Availability of band determined.
☐ 2. Leader fully briefed.
☐ 3. Schedule prepared.

- ☐ 4. Music selected.
- ☐ 5. Uniforms determined.
- ☐ 6. Arrangements made for necessary props, such as music stands and lights.
- ☐ 7. Arrangements made for public address system, if necessary.
- ☐ 8. Transportation for members and instruments arranged.
- ☐ 9. Regulations on use of bands checked.

Aircraft Participation

- ☐ 1. Type of air show determined.
- ☐ 2. Determination made that minimum field requirements have been met and appropriate facilities are available, including:
  - ☐ Types of aviation fuel, oil, jet starters, oxygen.
  - ☐ Refueling methods.
  - ☐ Arresting gear/jet barriers.
  - ☐ Weight-bearing capacity for single/dual wheel aircraft.
- ☐ 3. Agreement obtained from sponsor to cover TAD costs of Armed Forces participants and public liability and property damage insurance, if desired by the sponsor.
- ☐ 4. Permission obtained from appropriate authority.
- ☐ 5. Federal Aviation Agency waiver (if required) requested and approved.
- ☐ 6. Non-participating, qualified pilot designated as military controller of the event to ensure that all flight and safety regulations of the Navy and Federal Aviation Agency are observed.
- ☐ 7. Aviation Operations Officer consulted concerning:
  - ☐ Program.
  - ☐ Types and sources of aircraft to be used.
  - ☐ Maneuvers to be performed and facilities for viewing by crowd, VIP's, media, etc.
- ☐ 8. For static display aircraft:
  - ☐ Arrangements made with Chief of Naval Operations and appropriate naval air officer in command.
  - ☐ Special ramp provided for close-up inspection.
  - ☐ Appropriate sign made, describing unclassified aircraft performance figures and missions.
- ☐ 9. TV and radio personal appearances of air-show participants arranged.
- ☐ 10. Media interviews arranged.
- ☐ 11. Media flights requested from appropriate higher authority.
- ☐ 12. Media liaison booth set up to facilitate and coordinate information queries at the event.
- ☐ 13. Public address system arranged, with tie-in to in-flight broadcast.
  - ☐ Separate telephone line available from control tower to contact near master of ceremonies.

Entertainment

- ☐ 1. Funds available determined.
- ☐ 2. Type of entertainment determined.
- ☐ 3. Space selected and reserved.
- ☐ 4. Special Services officer consulted.
- ☐ 5. For theatrical show, preparations completed, including:
  - ☐ Program determined.
  - ☐ Master of ceremonies and announcers selected.
  - ☐ Passes for guests and/or entertainers prepared.
  - ☐ Ticket arrangements made, if appropriate.
  - ☐ Lighting facilities and acoustics checked.
  - ☐ Seating arrangements made.
  - ☐ Ushers selected and briefed.
  - ☐ Signs installed for entrance, exits, washroom (if appropriate).

- ☐ Public address system prepared.
  If stage show:
  - ☐ Talent obtained (local and/or outside).
  - ☐ Facilities for entertainers arranged (transportation, messing, and billeting).
  - ☐ Possiblity of local broadcast checked.

  If motion or still picture show:
  - ☐ Suitable films and/or slides selected.
  - ☐ Projectors, screen, and projectionists obtained.
  - ☐ If silent films or slides, narrator obtained.
  - ☐ Supplementary fact sheets or press kits prepared for use with special Navy films.

- ☐ 6. For reception, cocktail party, luncheon or dinner, preparations completed, including:
  - ☐ Guest list prepared and approved.
  - ☐ Invitations issued.
  - ☐ Navy participants briefed on distinguished guests.
  - ☐ Adequate food and beverages assured.
  - ☐ Waiters provided.
  - ☐ Seating arrangement determined, if appropriate.
  - ☐ Entertainers and music obtained, if appropriate.

Final Arrangements

- ☐ 1. Schedule distributed to all interested and participating offices and units.
- ☐ 2. Dress rehearsal held sufficiently in advance, if appropriate.
- ☐ 3. News media invited to witness rehearsal, if practicable.
- ☐ 4. Measures taken to correct errors noted during rehearsal.
- ☐ 5. Printed programs prepared for distribution to visitors at gate and/or parking lots (if appropriate).

SUPPORTING SERVICES

Billeting and messing

- ☐ 1. Billeting and messing officers fully briefed on requirements.
- ☐ 2. Billeting and messing provisions included in advance information given to VIP's and news media.
- ☐ 3. Hotel reservations, if necessary, made well in advance.
- ☐ 4. Clothes pressing and shoe shine services arranged for, if appropriate.
- ☐ 5. Special food considerations (religious requirements).
- ☐ 6. Preparations made for extra, unexpected guest.

Transportation

- ☐ 1. Transportation officers fully briefed as to requirements.
- ☐ 2. Capable drivers properly briefed and dressed.
- ☐ 3. Cars assigned to visitors clearly marked for identification.
- ☐ 4. Commercial train, bus, and airline schedules available.
- ☐ 5. Military transportation schedules available.
- ☐ 6. Special buses provided for school children and other organized groups, where appropriate.
- ☐ 7. Information on transportation and routes to station provided in releases to news media.
- ☐ 8. Distinguished guests and special visitors assisted in obtaining return reservations.
- ☐ 9. Standby vehicles available to handle emergency transportation problems.
- ☐ 10. Commercial transportation agencies advised of need for extra facilities on day of event, if appropriate.

Traffic and Parking

- ☐ 1. Coordination effected with public works, shore patrol, city and state police, and station security detachment.

☐ 2. Routes well marked and arrangements made for direction of traffic.
☐ 3 Signs installed for direction of visitors to parking areas.
☐ 4. Adequate parking areas located as conveniently as possible.
☐ 5. Area oiled to settle dust, and lanes marked to insure uniform parking.
☐ 6. Special parking areas set aside for distinguished guests and the news media.
☐ 7. Telephone connections installed between parking lot and CIB, major exhibits, PA system control point, etc.
☐ 8. Parking area illuminated for nighttime use, if necessary.
☐ 9. Parking provisions included in information distributed to news media.
☐ 10. "No Parking" signs erected, where necessary.

Public Works

☐ 1. Public works officer briefed on requirements.
☐ 2. Station entrances checked for appearance.
☐ 3. Public works officer consulted in regard to:
  ☐ Special construction requirements.
  ☐ Electrical outlets for special equipment.
  ☐ Plumbing facilities for exhibits, where necessary.
  ☐ Restroom facilities for crowd.
  ☐ Adequate number of waste containers.
  ☐ Installation of additional power lines and radio cables, if necessary.
  ☐ Maintenance and repair requirements during event.
  ☐ Teardowns at end of event.
  ☐ Wrecker to stand by for auto accidents.
  ☐ Signs.

Fire and Safety

☐ 1. Fire chief fully briefed as to scope of event.
☐ 2. Adequate fire alarms and boxes in working order and easily identified.
☐ 3. Platforms and bleachers constructed sturdily.
☐ 4. Proper precautions taken in case of special demonstrations, such as chemical.
☐ 5. Ground rules and safety precaution signs checked for location and appearance.
☐ 6. Local police (and state police if necessary) fully informed.

Medical

☐ 1. Senior medical officer informed of scope of event.
☐ 2. First-aid tents erected for large crowds.
☐ 3. Senior medical officer consulted for precautions necessary if hospital is opened to visitors' inspection.

Ships Store

☐ Ships store officer consulted in regard to:
  ☐ Availability of facilities to distinguished guests and press.
  ☐ Special hours to accommodate visitors, if necessary.

Refreshment stands and concessions

☐ 1. Decision made as to handling of refreshment stands and concessions: by messing officer, ship's service officer, or commercial concern.
☐ 2. Mobile canteens considered, if appropriate.
☐ 3. Location of stands and concessions determined.
☐ 4. List of items to be sold and price list checked.
☐ 5. Waste receptacles placed convenient to stands and concessions.

POSTPONEMENT OR CANCELLATION PLAN

☐ 1. Alternate date selected if event can be postponed.

☐ 2. Plans made for postponement or cancellation, including:

  - ☐ Notification of all distinguished guests and other participants.
  - ☐ Arrangements with news media to inform public.
  - ☐ Signs for posting at gate and other prominent spots.

☐ 3. Appropriate individual designated to make decision for postponement or cancellation.

☐ 4. Deadline set beyond which postponement or cancellation impracticable except in extreme emergency.

☐ 5. If weather interferes, substitutes for outdoor program prepared, such as films, talks, and indoor demonstrations.

MISCELLANEOUS

☐ 1. Appropriate individual selected and fully briefed to take over in event project officer unavailable.

☐ 2. Final review prepared after event, including:

  - ☐ Summary of media reaction.
  - ☐ Comments by distinguished guests.
  - ☐ Particularly successful ideas and/or devices worth repeating.
  - ☐ Pitfalls and recommended corrections.

APPENDIX VII

BIBLIOGRAPHY AND RECOMMENDED READING

Listed here are some publications which should prove useful to the senior Journalist who desires to become more highly skilled in various areas in the Navy Public Affairs field. The list includes a number of the titles which were used in preparing portions of this manual, especially chapter 2. Although many of the publications listed are not generally available through Navy sources, a few may be found in the Navy library system. All titles listed below were available from their publishers as of late 1977; the most recent edition is indicated.

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JOURNALIST 1 & C

NAVEDTRA 10295-B

Prepared by the Naval Education and Training Program Development
Center, Pensacola, Florida

Your NRCC contains a set of assignments and self-scoring answer sheets (packaged separately). The Rate Training Manual, Journalist 1&C, NAVEDTRA 10295-B, is your textbook for the NRCC. If an errata sheet comes with the NRCC, make all indicated changes or corrections. Do not change or correct the textbook or assignments in any other way.

HOW TO COMPLETE THIS COURSE SUCCESSFULLY

Study the textbook pages given at the beginning of each assignment before trying to answer the items. Pay attention to tables and illustrations as they contain a lot of information. Making your own drawings can help you understand the subject matter. Also, read the learning objectives that precede the sets of items. The learning objectives and items are based on the subject matter or study material in the textbook. The objectives tell you what you should be able to do by studying assigned textual material and answering the items.

At this point you should be ready to answer the items in the assignment. Read each item carefully. Select the BEST ANSWER for each item, consulting your textbook when necessary. Be sure to select the BEST ANSWER from the subject matter in the textbook. You may discuss difficult points in the course with others. However, the answer you select must be your own. Use only the self-scoring answer sheet designated for your assignment. Follow the scoring directions given on the answer sheet itself and elsewhere in this course.

Your NRCC will be administered by your command or, in the case of small commands, by the Naval Education and Training Program Development Center. No matter who administers your course you can complete it successfully by earning grades that average 3.2 or higher. If you are on active duty, the average of your grades in all assignments must be at least 3.2. If you are NOT on active duty, the average of your grades in all assignments of each creditable unit must be at least 3.2. The unit breakdown of the course, if any, is shown later under Naval Reserve Retirement Credit.

WHEN YOUR COURSE IS ADMINISTERED BY LOCAL COMMAND

As soon as you have finished an assignment, submit the completed self-scoring answer sheet to the officer designated to administer it. He will check the accuracy of your score and discuss with you the items that you do not understand. You may wish to record your score on the assignment itself since the self-scoring answer sheet is not returned.

If you are completing this NRCC to become eligible to take the fleetwide advancement examination, follow a schedule that will enable you to complete all assignments in time. Your schedule should call for the completion of at least one assignment per month.

Although you complete the course successfully, the Naval Education and Training Program Development Center will not issue you a letter of satisfactory completion. Your command will make a note in your service record, giving you credit for your work.

WHEN YOUR COURSE IS ADMINISTERED BY THE NAVAL EDUCATION AND TRAINING PROGRAM DEVELOPMENT CENTER

After finishing an assignment, go on to the next. Retain each completed self-scoring answer sheet until you finish all the assignments in a unit (or in the course if it is not divided into units). Using the envelopes provided, mail your self-scored answer sheets to the Naval Education and Training Program Development Center where the scores will be verified and recorded. Make sure all blanks at the top of each answer sheet are filled in. Unless you furnish all the information required, it will be impossible to give you credit for your work. You may wish to record your scores on the assignments since the self-scoring answer sheets are not returned.

The Naval Education and Training Program Development Center will issue a letter of satisfactory completion to certify successful completion of the course (or a creditable unit of the course). To receive a course-completion letter, follow the directions given on the course-completion form in the back of this NRCC.

You may keep the textbook and assignments for this course. Return them only in the event you disenroll from the course or otherwise fail to complete the course. Directions for returning the textbook and assignments are given on the course disenrollment form in the back of this NRCC.

PREPARING FOR YOUR ADVANCEMENT EXAMINATION

Your examination for advancement is based on the Manual of Navy Enlisted Manpower and Personnel Classification and Occupational Standards (NAVPERS 18068-D). The sources of questions in this examination are given in the Bibliography for Advancement Study (NAVEDTRA 10052). Since your NRCC and textbook are among the sources listed in this bibliography, be sure to study both in preparing to take your advancement examination. The standards for your rating may have changed since your course and textbook were printed, so refer to the latest editions of NAVPERS 18068-D and NAVEDTRA 10052.

NAVAL RESERVE RETIREMENT CREDIT

This course is evaluated at 18 Naval Reserve retirement points. These points are creditable to personnel eligible to receive them under current directives governing retirement of Naval Reserve personnel. Points will be credited in units upon satisfactory completion of the assignments as follows:

Units	Points	Assignments
1	12	1 through 7
2	6	8 through 10

Credit cannot be given again for this course if the student has previously received credit for completing another Journalist 1&C NRCC or ECC.

COURSE OBJECTIVE

In completing this NRCC, you will demonstrate a knowledge of the subject matter by correctly answering items on the following: basic policy, plans, and principles of public affairs office management; the responsibilities of the public affairs office in processing and reporting special events; planning and presenting command briefings and talks to the public; establishing and operating a command speaker's bureau; public relations and public information in emergency or disaster situations; organization and operation of a Command Information Bureau; coverage of major events, such as fleet operations and international exercises; writing the complex newsstory; writing technical and scientific articles; advanced methods and techniques of photojournalism; and American Forces Radio/TV (AFRT) station management.

While working on this nonresident career course, you may refer freely to the text. You may seek advice and instruction from others on problems arising in the course, but the solutions submitted must be the result of your own work and decisions. You are prohibited from referring to or copying the solutions of others, or giving completed solutions to anyone else taking the same course.

Naval nonresident career courses may include a variety of items -- multiple-choice, true-false, matching, etc. The items are not grouped by type; regardless of type, they are presented in the same general sequence as the textbook material upon which they are based. This presentation is designed to preserve continuity of thought, permitting step-by-step development of ideas. Some courses use many types of items, others only a few. The student can readily identify the type of each item (and the action required of him) through inspection of the samples given below.

MULTIPLE-CHOICE ITEMS

Each item contains several alternatives, one of which provides the best answer to the item. Select the best alternative and erase the appropriate box on the answer sheet.

SAMPLE

s-1. The first person to be appointed Secretary of Defense under the National Security Act of 1947 was
1. George Marshall
2. James Forrestal
3. Chester Nimitz
4. William Halsey

The erasure of a correct answer is indicated in this way on the answer sheet:

	1 T	2 F	3	4	
s-1	■	C	■	■	

TRUE-FALSE ITEMS

Determine if the statement is true or false. If any part of the statement is false the statement is to be considered false. Erase the appropriate box on the answer sheet as indicated below.

SAMPLE

s-2. Any naval officer is authorized to correspond officially with a bureau of the Navy Department without his commanding officer's endorsement.

The erasure of a correct answer is also indicated in this way on the answer sheet:

	1 T	2 F	3	4	
s-2	■	CC	■	■	

MATCHING ITEMS

Each set of items consists of two columns, each listing words, phrases or sentences. The task is to select the item in column B which is the best match for the item in column A that is being considered. Items in column B may be used once, more than once, or not at all. Specific instructions are given with each set of items. Select the numbers identifying the answers and erase the appropriate boxes on the answer sheet.

SAMPLE

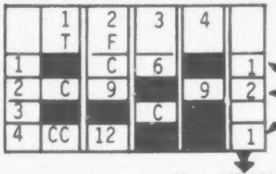
In items s-3 through s-6, match the name of the shipboard officer in column A by selecting from column B the name of the department in which the officer functions.

A. Officers	B. Departments
s-3. Damage Control Assistant	1. Operations Department
s-4. CIC Officer	2. Engineering Department
s-5. Assistant for Disbursing	3. Supply Department
s-6. Communications Officer	

The erasure of a correct answer is indicated in this way on the answer sheet:

	1 T	2 F	3	4	
s-3	■	C	■	■	
s-4	C	■	■	■	
s-5	■	■	C	■	
s-6	C	■	■	■	

How To Score Your Immediate Knowledge of Results (IKOR) Answer Sheets



	1 T	2 F	3	4	
1	■	C	6	■	1
2	C	9	■	9	2
3	■	■	C	■	
4	CC	12	■	■	1

Total the number of incorrect erasures (those that show page numbers) for each item and place in the blank space at the end of each item.

Sample only

Number of boxes erased incorrectly	0-2	3-7	8-
Your score	4.0	[✓ 3.9]	3.8

Now TOTAL the column(s) of incorrect erasures and find your score in the Table at the bottom of EACH answer sheet.

NOTICE: If, on erasing, a page number appears, review text (starting on that page) and erase again until "C", "CC", or "CCC" appears. For courses administered by the Center, the maximum number of points (or incorrect erasures) will be deducted from each item which does NOT have a "C", "CC", or "CCC" uncovered (i.e., 3 pts. for four choice items, 2 pts. for three choice items, and 1 pt. for T/F items).

Assignment 1

Path to Advancement; PA Policy and Procedures

Textbook Assignment, NAVEDTRA 10295-B: Pages 1 - 30

In this course you will demonstrate that learning has taken place by correctly answering training items. The mere physical act of indicating a choice on an answer sheet is not in itself important; it is the mental achievement, in whatever form it may take, prior to the physical act that is important and toward which correspondence course learning objectives are directed. The selection of the correct choice for a correspondence course training item indicates that you have fulfilled, at least in part, the stated objective(s).

The accomplishment of certain objectives, for example, a physical act such as drafting a memo, cannot readily be determined by means of objective type correspondence course items; however, you can demonstrate by means of answers to training items that you have acquired the requisite knowledge to perform the physical act. The accomplishment of certain other learning objectives, for example, the mental acts of comparing, recognizing, evaluating, choosing, selecting, etc., may be readily demonstrated in a correspondence course by indicating the correct answers to training items.

The comprehensive objective for this course has already been given. It states the purpose of the course in terms of what you will be able to do as you complete the course.

The detailed objectives in each assignment state what you should accomplish as you progress through the course. They may appear singly or in clusters of closely related objectives, as appropriate; they are followed by items which will enable you to indicate your accomplishment.

All objectives in this course are learning objectives and items are teaching items. They point out important things, they assist in learning, and they should enable you to do a better job for the Navy.

This self-study course is only one part of the total Navy training program; by its very nature it can take you only part of the way to a training goal. Practical experience, schools, selected reading, and the desire to accomplish are also necessary to round out a fully meaningful training program.

Learning Objective: Recognize elements of the enlisted rating structure, fundamentals of the Navy enlisted advancement system, and uses of training materials.

1-1. Which of the following personal advantages can be gained from advancement to JO1 or JOC?

1. Greater prestige
2. Higher pay
3. Feeling of accomplishment
4. All of the above

1-2. Advancements are profitable, both to the personnel being advanced and to the Navy. One of the most enduring rewards of advancement is the personal satisfaction gained from the

1. skills you develop and knowledge you acquire
2. higher standard of living you can maintain because of increased pay
3. greater prestige you acquire when given more authority
4. formal education you receive while preparing for advancement

1-3. When talking to a group of trainees about journalism, a JO1 or JOC should strive to be precise in the use of technical and standard Navy terms in order to

1. impress the trainees with a superior command of the language
2. avoid criticism by trainees who have a higher formal education
3. convey information accurately, simply, and clearly
4. take advantage of the opportunity for self-improvement

1-4. Which of the following publications provides a complete description of the Journalist rating?

1. Training Information Procedures (TIPS)
2. Armed Forces Newspaper Guide
3. Shipboard Training Manual
4. Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards

1-5. The NEC structure for Journalists serves which of the following functions?

1. It classifies officer and enlisted personnel
2. It identifies enlisted personnel who are specialized in a particular field
3. It identifies officer and enlisted personnel who have special skills
4. It is a special classification method used only by the Naval Reserve

1-6. BUPERS uses the NEC for which of the following purposes?

1. News release material on ships and stations
2. Writing biographical sketches of personnel
3. The assignment of personnel to specialized billets

1-7. The three primary NEC's for senior Journalists are Motion Picture Scriptwriter (PH-8146), Radio/TV Specialist (JO-3221), and

1. Commercial Enterprise Editor (CE-5720)
2. Photojournalist (PH-8148)
3. Community Relations Specialist (CR-5722)
4. Media Relations Coordinator (MR-5720)

1-8. Which of the following statements applies to JO's with a JO-3221 NEC?

1. They are required to know as much about the general duties of the rating as any other JO
2. Their duty assignments are restricted to Radio/TV billets
3. They are not required to serve as an editor of a base newspaper
4. They are not assigned to photography related billets

1-9. Which of the following publications will normally keep you advised on changes in the Navy enlisted advancement system?

1. SECNAV Notice 1418
2. BUPERS Notice 1418
3. NAVEDTRA Instruction 5720
4. BUPERS Notice 5700

1-10. What examination must you pass prior to taking the Navy-wide advancement examination applicable to PO3 and PO2?

1. Personnel advancement requirements
2. Knowledge factors
3. Military requirements
4. Military leadership

1-11. JO2 Jones has met all of the requirements for advancement to JO1. Which of the following factors will now determine if he is actually advanced?

1. Exam score, time in service, type of billet he is serving in, and number of vacancies being filled in the JO rating
2. Exam score, advancement board acceptance, performance marks, and number of vacancies being filled in the JO rating
3. Exam score, time in service, performance marks, and racial quotas within the JO rating
4. Exam score, time in service, performance marks, and number of vacancies being filled in the JO rating

1-12. A composite of performance, knowledge, and seniority in the Navy advancement system is known by which of the following terms?

1. Graduated training assessment score
2. Final multiple score
3. Prioritized technical development score
4. "Bottom line" advancement score

1-13. In the Navy advancement system, what is the next step after E-7 candidates are designated PASS SELBD ELIG (Pass Selection Board Eligible)?

1. Their names are placed before the CPO Selection Board
2. They are advanced to CPO
3. They must submit a request for advancement to BUPERS
4. Their names are placed on the alternate list for advancement to CPO

1-14. The JO occupational standards used in the preparation of the JO 1&C rate training manual were promulgated in which of the following publications?

1. NAVPERS 18068-D
2. NAVPERS 5700-A
3. NAVTRA 10295-B
4. NAVTRA 5700-A

1-15. The Personnel Advancement Requirement (PAR) Program is designed to

1. supplement the record of practical factors
2. replace the military requirements examinations
3. evaluate the overall abilities of an individual in a day-to-day work situation
4. provide a detailed checkoff list for the applicable rate

1-16. Which of the following designations for a training manual would indicate the fifth edition of the publication?

1. 10295-B
2. 10295-C
3. 10295-D
4. 10295-E

1-17. How often is the Bibliography for Advancement Study, NAVEDTRA 10052, revised and issued?

1. Monthly
2. Quarterly
3. Semiannually
4. Annually

1-18. A major purpose of a rate training manual is to

1. outline the career pattern for Journalists
2. help personnel prepare for their duties and advancement
3. provide a review of the occupational standards for specific ratings

1-19. If you are showing a Navy training film to a group of trainees and part of the information in the film is obsolete, which of the following actions should you take?

1. Stop the film and discontinue the training session
2. Point out to the trainees the procedures that have changed
3. Consider the information correct and valid for training purposes
4. Inform your division officer and ask him to address the trainees and explain why the information is obsolete

1-20. Which of the following officials is responsible for the training of Navy Journalists?

1. Chief of Information
2. Chief of Naval Personnel
3. Chief of Naval Training
4. Chief of Navy Broadcasting

Learning Objective: Specify the aims of the public affairs program and some of the reasons that underlie Department of Defense policies in public relations matters, including your role in the mission.

1-21. Which of the following publications is issued by the Secretary of the Navy?

1. DINFOS Policy & Plans Handbook
2. OPNAV Public Affairs Plan
3. Department of the Navy Public Affairs Regulations
4. CHINFO Directives

1-22. What school covers public affairs theories and practices in its curriculum?

1. GS Information Specialists School
2. DINFOS
3. Community Relations "A" School
4. Armed Forces Public Affairs Academy

1-23. One of the major reasons for the existence of the Department of Defense public affairs program is to

1. promote good relations between DOD and all segments of the public
2. exercise censorship over national media to the extent that seems necessary
3. influence the press and other media
4. release all news of DOD activities to the national news media

1-24. Which of the following concepts is a major concern of the DOD public affairs mission?

1. No news is good news
2. Maximum delay, minimum disclosure
3. Maximum information consistent with national security
4. Low profile public exposure with maximum internal information

1-25. What term best describes the overall DOD role concerning internal information?

1. Implementation
2. Censorship
3. Supervision
4. Passive recognition

1-26. Approximately what percentage of the content of mass media originates in some way through public relations efforts?

1. 10
2. 40
3. 50
4. 75

To answer items 1-27 through 1-29, select from column B the PR term described in column A.

A. Description	B. PR Terms
1-27. Publicity used to gain and attract attention without regard to understanding	1. Lobbying 2. Press agentry
1-28. Planned scheme for spreading doctrine	3. Public information 4. Propaganda
1-29. A method designed to influence a member of a legislative body	

1-30. Which method of controlling human behavior is considered the most complex?

1. Persuasion
2. Power only
3. Purchase only
4. A combination of power and purchase

1-31. Which of the following historical figures effectively practiced PR techniques to influence public opinion?

1. Patrick Henry
2. Julius Caesar
3. Thomas Paine
4. All of the above

1-32. During the period following the end of the Jackson Administration to the end of the Civil War, which, if any, of the following events had a significant effect on public relations?

1. Establishment of the telephone system
2. Spread of private school education
3. Advent of the telegraph system
4. None of the above

1-33. For what is President Theodore Roosevelt remembered in the history of PR?

1. He led the revolt against the "Public Be Damned" era
2. He was a leading "Muckraker"
3. He used an effective press agent
4. He defended the "Robber Barons"

1-34. Big business fought against attacks on it primarily by use of

1. press agents
2. lobbying
3. advertising based on truth
4. law suits

1-35. Who pioneered the "Public Be Informed" era of PR?

1. George Creel
2. Edward L. Bernays
3. Ivy L. Lee
4. Theodore Roosevelt

1-36. Who taught the first university courses in and wrote influential textbooks for PR?

1. John W. Hill
2. Carl Byoir
3. Paul Garrett
4. Edward L. Bernays

1-37. Who wrote Public Opinion, an extremely influential book in the development of current PR terminology and theory?

1. Franklin D. Roosevelt
2. Walter Lippman
3. Edward L. Bernays
4. Elmer Davis

1-38. Which president was the first to use radio effectively to form public opinion?

1. Calvin Coolidge
2. Franklin D. Roosevelt
3. Woodrow Wilson
4. Herbert Hoover

1-39. Which president was the first to use live radio and television coverage of his news conferences?

1. Dwight D. Eisenhower
2. Harry S. Truman
3. John F. Kennedy
4. Lyndon B. Johnson

1-40. The major difference between military PA and civilian PR is one of

1. theory
2. publics
3. goals
4. skills of practitioners of the art

1-41. During what period of American history did the Navy and Army first set up public relations branches?

1. The Civil War
2. The Spanish-American War
3. World War I
4. World War II

1-42. When was formal training for military PA specialists established?

1. Before World War I
2. Before World War II
3. After World War II
4. During the Korean conflict

1-43. When was the Navy News Bureau established?

1. During the Spanish-American War
2. During World War I
3. Between World War I and World War II
4. During World War II

1-44. In what year did the Secretary of the Navy establish the Office of Public Relations as a separate function directly under his control?

1. 1912
2. 1917
3. 1922
4. 1941

1-45. Refer to the stages by which public opinion is formed according to Viscount Bryce in The American Commonwealth. What happens in the second stage?

1. The prevailing impression of an issue is reflected in the statements of individuals who approve or disapprove of the issue
2. Individual sentiments are confirmed or weakened by communication media
3. Individuals become partisans of one or the other side of an issue
4. The number of different opinions is reduced to two

To answer questions 1-46 through 1-50, select from column B the type of vote which may be affected by purchase of the item listed in column A.

	A. Items Purchased	B. Votes
1-46.	Platform shoes	1. Economic
1-47.	A ticket for a $100-a-plate dinner for a U. S. Senator	2. Social
		3. Political
		4. Vocational
1-48.	Toothpaste	
1-49.	$100 savings certificate	
1-50.	Bell-bottom trousers	

1-51. According to An Introduction to Public Opinion, which of the following is a primary factor in shaping individual attitudes?

1. Age
2. News
3. Psychological heritage
4. Environment

Learning Objective: Indicate critical considerations in the communication process based on the primary factors that affect attitudes and behavior.

1-52. Which of the following circumstances may cause breakdowns in the communication process or circuit?

1. The source lacks clear and complete information
2. The message is not properly encoded
3. The human destination cannot handle the information as transmitted
4. Each of the above

1-53. Which of the following measures can a communicator use if he or she finds the audience has difficulty understanding the message?

1. Repeat the message
2. Use examples and analogies
3. Slow down the rate of delivery
4. All of the above

1-54. A communicator cannot use feedback from the audience as a hint to do which of the following?

1. Encourage their participation
2. Modify the rate of delivery
3. Interpret the way the message is being received
4. Change the message

1-55. Which of the following elements of communication can the communicator control?

1. The personality state of the receiver
2. The receiver's group standards and relationships
3. The presentation and shape of the message
4. The situation in which the response will occur

Learning Objective: Specify the characteristics of mass communication.

1-56. Which of the following is a function of mass communication?

1. Censorship
2. Encoder of society
3. Propaganda
4. Press agentry

1-57. In mass communication the source of the message is usually a/an

1. speaker
2. book, magazine, or newspaper
3. organization or institution set up for communication
4. still or moving picture

1-58. Receivers of mass communication messages usually listen as

1. small group members only
2. individuals
3. large group members only
4. small group or large group members

Learning Objective: Define censorship and indicate how it operates.

1-59. Censorship may best be defined as

1. controlling news releases for reasons of national security
2. blocking off or denying information at any point in the communication process
3. cutting out objectionable material
4. influencing attitudes by giving critics veto powers

1-60. Deliberate censorship is exercised by agencies or persons known as

1. rewrite men
2. press agents
3. censors
4. gatekeepers

1-61. A person who acts as a gatekeeper may not have which of the following jobs?

1. Serving as a newspaper rewrite man
2. Opening and routing mail in an organization
3. Acting as news director on a television station
4. Acting as a military censor in the field

1-62. Natural censorship may be described as the inability to receive a message for all of the following reasons EXCEPT which of the following?

1. Language differences
2. Lack of receiving medium
3. Physical handicaps
4. Gatekeeper activities

Assignment 2

PA Policy and Procedures (continued)

Textbook Assignment, NAVEDTRA 10295-B: Pages 30 - 57

Learning Objective: Identify some key factors a Navy public affairs officer must consider to project messages to a chosen audience.

2-1. A new aircraft, built by France and England, is slated to land for the first time at Andrews Air Force Base near Washington, D.C. There is a conflict concerning the level of environmental pollution which may be caused by future regular flights by the plane. Which of the following official sources is most likely to affect public opinion concerning the aircraft?

1. An assistant FAA press secretary
2. The commanding officer of Andrews AFB
3. The Secretary of Defense
4. The [illegible] at Andrews AFB

2-2. When a public affairs officer wishes to change the opinions of a key public he will have competition from which of the following groups?

1. News media
2. Political parties
3. Propagandists and lobbyists
4. All of the above

2-3. Which of the following is NOT a prescribed guideline for communication between the command and the public?

1. Proper preparation of the message and selection of the most suitable media are important
2. A message inconsistent with audience beliefs can produce change but not as readily as one that is consistent
3. A message which is seen and heard can be presumed to be perceived
4. An audience must be shown how it can benefit by a proposed action

2-4. Which of the following is NOT a communication guideline?

1. You should try to avoid competition when timing your release
2. You should use the most prestigious information source possible when trying to influence opinion
3. You should not repeat a message since that is the surest way to kill interest and learning
4. When giving your audience options, you must point out the advantages of the option you want chosen

2-5. The Commander-in-Chief of the U.S. Armed Forces is the

1. Secretary of Defense
2. senior admiral or general
3. President
4. Chairman of the Joint Chiefs of Staff

2-6. Who are the principal military advisors to the President?

1. Joint Chiefs of Staff
2. Secretary of Defense and Secretary of State
3. Secretary of the Navy and Secretary of the Army
4. National Security Agency and Defense Intelligence Agency

2-7. A specified command is established by the

1. Secretary of Defense through the Secretary of the Navy
2. President through the major service concerned
3. North American Air Defense Command
4. President through the Secretary of Defense

2-8. To make public affairs chains-of-command identical with command channels, which of the following do you substitute for the Joint Chiefs of Staff?

1. Secretary of the Navy
2. Chief of Naval Operations
3. Assistant Secretary of Defense (Public Affairs)
4. Chief of Information

2-9. The Assistant Secretary of Defense is appointed by the

1. Secretary of Defense
2. President
3. Joint Chiefs of Staff
4. Senate

2-10. The main reason for seat of government news releases being made solely by the Office of the Assistant Secretary of Defense (Public Affairs) is to

1. provide a single point of contact for Pentagon news correspondents
2. prevent leaks on exclusive stories
3. maintain a low profile for the military-industrial complex
4. easily obtain the signature of the Secretary of Defense on all news releases

2-11. The Office of Information for the Armed Forces is part of the overall function of the

1. Assistant Secretary of Defense (Manpower & Reserve Affairs)
2. American Forces Radio & Television Service, Washington
3. American Forces Radio & Television Service, Los Angeles
4. Assistant Secretary of Defense (Public Affairs)

2-12. Contracts, agreements and clearances from American radio, television, and recording industries, unions, guilds, associations producers, owners and/or sponsors are negotiated and obtained by

1. individual American Forces Radio & Television stations
2. American Forces Radio & Television Service, Los Angeles
3. American Forces Radio & Television Service, Washington
4. Office of Information for the Armed Forces

To answer items 2-13 through 2-15, select from column B the organization which has direct control and responsibility for the mission or function described in column A.

A. Missions or Functions

2-13. Provide service information guidance to the service information chiefs

2-14. Provide specific policy guidance to unified commanders for overseas unified command newspapers

2-15. Provide specific policy guidance through the military departments for the operation and support of American Forces Radio and Television networks and outlets

B. Organizations

1. NATO
2. ASD(PA)
3. JCS
4. ASD(M&RA)

Learning Objective: Indicate the role of planning in a Navy public affairs program and determine the purpose, preparation requirements, contents, and sources of information for the four-step public affairs cycle.

2-16. A planned or preventive public affairs program is superior to a remedial or "fire-fighting" approach because the planned program

1. concentrates on small emergencies to prevent them from becoming more serious
2. avoids specific objectives which makes it more responsive
3. uses the intuitive approach to public affairs problems
4. achieves a more even and effective coverage

2-17. As a minimum, a good public affairs plan includes

1. one or more annexes
2. several charts
3. an analysis of its mission and a plan to accomplish it
4. the four-step public affairs cycle

2-18. Which of the following activities should have a history of your ship or station on file?

1. Naval History Division, Washington D.C.
2. The local newspaper
3. Chamber of Commerce
4. The U.S. Navy Historical Society, Washington, D.C.

2-19. Which of the following groups is NOT an external public to be considered in public affairs plans?

1. The ship's officers, crew, and dependents
2. Congress
3. The mass media who report the station or ship's activities
4. The people of the ports visited

2-20. Which of the following steps should you take to get the facts you need in preparing and organizing a public affairs program for your ship or station?

1. Read widely in Navy and Navy-oriented publications
2. Learn the history of your ship or station from the history in your file, updating it if needed
3. Look around and ask questions, try to analyze the unusual characteristics of your ship or station and its various publics
4. Use each of the above methods and remember, as well, that factfinding is a continuous process

2-21. When you plan your PA program objectives, which of the following should you NOT use as a guideline?

1. It is desirable to set up as many worthwhile goals as possible
2. PA plan objectives should be supported by specific programs
3. Since your resources of facilities, personnel, time, and funds are limited, you must consider them when setting up your objectives
4. Basically, your objectives will be those of the PA objectives of the Navy, modified to fit your specific situation

In items 2-22 through 2-26, select from column B the type of directive or plan used for the purpose in column A.

A. Purposes

2-22. To get news coverage of a project such as a space vehicle recovery

2-23. To have a detailed plan for handling PA for a major exercise

2-24. To state procedures for releasing information

2-25. To handle news of an incident such as an explosion on a ship at sea

2-26. To handle news of oil spills at sea

B. Directives & Plans

1. Adverse incident plan
2. Special event directive
3. Broad PA directive
4. PA annex to an operation plan

2-27. What is the final step in the four-step public affairs cycle, which can be carried out throughout the cycle?

1. Factfinding
2. Evaluation
3. Planning
4. Communications

2-28. Informal evaluation of the effectiveness of public affairs programs might include which of the following steps?

1. Asking opinions of senior officers
2. Checking on trends in complaints
3. Observing PA crisis occurrences
4. All of the above

Learning Objective: Identify the principles and techniques of planning, coordinating, and implementing an international public affairs program.

In items 2-29 through 2-33, select from column B the assignment which answers the question in column A.

	A. Questions		B. Assignments
2-29.	Where does internal information have a greater role?	1.	Overseas and afloat
2-30.	Where do objectives for your program stress the individual services and DOD?	2.	In the United States
2-31.	Where are you more likely to do news broadcasting?		
2-32.	Where are the billets in which you must know not only the Navy but also the organization and mission of the other military services in the area?		
2-33.	Where does the PA staff need more varied skills?		

2-34. In Rota, Spain, which of the following U.S. officials represents the President?

1. Chief of the military assistance advisory group
2. Directory of the U.S. Information Service
3. Ambassador
4. Senior military officer in Spain

2-35. Which of the following officials is NOT a member of the country team?

1. The commander of the U.S. military forces
2. The directors of the AID operations mission and other U.S. agencies operating in the country
3. The director of the United States Information Service
4. A member of the National Security Council

2-36. Which of the following U.S. officials is normally the leader of a country team?

1. Deputy ambassador
2. Director of the United States Information Service
3. Commander of the U.S. military forces
4. Ambassador

2-37. Who is the top public affairs officer at the American Embassy in Japan?

1. The minister for public affairs
2. One of the embassy military attaches
3. A deputy ambassador
4. Chief of the military assistance advisory group

2-38. What or who is the point of contact between the military public affairs effort overseas and the Embassy?

1. The American ambassador
2. The chief of the military assistance group
3. The United States Information Service
4. The country team

2-39. Which of the following is a common pitfall in relations between U.S. service personnel and host nation people?

1. Attempting to speak the language of the host nation
2. Applying U.S. views and standards to the people you meet
3. Showing your knowledge of the host nation culture and history
4. Participating in the most popular sport of the host nation

2-40. "Background Notes," a series of short articles that give information about foreign countries, is published by the Department of

1. Defense
2. Commerce
3. Health, Education and Welfare
4. State

● For items 2-41 through 2-46, assume you are the leading Journalist aboard the USS Radford deployed to the Sea of Japan and ordered to make a goodwill visit to Osaka in Japan. You will be responsible for the internal information program for the crew of your ship.

2-41. How can you get a supply of internal information materials that pertain to Japan?

1. Many publications are produced by CHINFO and BUPERS and are automatically distributed to each activity on the Standard Navy Distribution List
2. Special publications may be ordered through supply channels
3. A catalog of Current Information Materials, NAVPERS 92140, may be obtained, giving complete listing of all DOD materials
4. You can use all of the above sources for obtaining materials

2-42. How can you increase the effectiveness of information material produced by DOD and the Navy?

1. Generalize it
2. Localize it
3. Illustrate it
4. Update it

2-43. In all of your internal information efforts you should stress that, to the Japanese, the American serviceman will represent his

1. service
2. country
3. command
4. unit

2-44. In which of the following ways can you prepare men on the Radford for their visit to Osaka?

1. Furnish specific advice and materials to officers and senior petty officers to help them orient their men to Osaka
2. Write feature articles for the ship's paper to provide accurate information about the traditions, customs, and culture of Osaka
3. Distribute a small glossary of commonly used words and phrases in the Japanese language
4. Each of the above

2-45. What responsibilities, if any, do you have regarding the Status of Forces Agreement (SOFA) with Japan?

1. You should remind the Radford's officers to explain the SOFA to the crew
2. You should interpret and put into lay terms the SOFA for Japan, as it applies to all U.S. citizens, and publish it to all hands
3. You should refer personnel to the Military Requirements for PO 1&C course for specific information
4. None; you should leave this to the CO

2-46. What should you do about subversion and security problems while serving aboard?

1. Publicize the danger of security violations
2. Make every man aware of enemy techniques and goals
3. Use the internal information program to instill attitudes that protect against enemy propaganda
4. All of the above

2-47. Community relations at an overseas base is second in importance only to the

1. entertainment of the military personnel
2. improvement of base housing
3. tactical military mission
4. hosting of a Congressional delegation

2-48. One benefit that may be realized by an increase in the mutual respect between the military and the civilian public overseas is an improvement in

1. morale in the Armed Forces
2. the way operations are carried out
3. trade relations
4. U.S. political influence

2-49. The People-to-People Program was initiated officially by President

1. Truman
2. Kennedy
3. Eisenhower
4. Nixon

2-50. The U.S. military has voluntarily sponsored overseas orphanages since

1. World War II
2. the Spanish-American War
3. the Korean Conflict
4. World War I

2-51. Current guidance for Project Handclasp may be found in

1. an OPNAV instruction
2. the PA Regs
3. a CHINFO notice
4. the BUPERS Manual

2-52. Under what circumstances would you be most likely to find a Community Activity Council useful?

1. Carrying out Project Handclasp
2. Planning for Armed Forces Day
3. Promoting the People-to-People Program in your command
4. Carrying out your entire overseas community relations program, including all of the above

2-53. An overseas Associated Press correspondent is assigned overseas to cover which of the following types of news?

1. Local
2. International
3. National
4. Regional

2-54. An important difference between most American newsmen and their foreign counterparts is that the foreign reporter often writes more

1. accurately
2. objectively
3. interpretively
4. detailed accounts

2-55. Which of the following statements about the foreign journalist is generally NOT true?

1. He wants to feel he has the inside track
2. He may have to write in a way that is dictated by the policies of his government
3. He may be primarily interested in sensational human interest stories
4. He may inject emotional comment into his stories

2-56. From which of the following sources would you seek guidance for handling international media relations?

1. OPNAVINST 5720.6 and 5530.3
2. Background Notes from the Department of State
3. NAVPERS 15211
4. PA Regs

Learning Objective: Point out the activities of the public affairs office in wartime.

2-57. Specific training for wartime duties is required for Journalists, and each public affairs office must be prepared by having

1. a library of reference materials
2. a file of special instructions
3. a plan in the form of annexes to contingency and war plans
4. in-service training

2-58. Which of the following functions would NOT be assigned to a wartime affairs office in a combat zone?

1. Providing news and logistic support to war correspondents
2. Providing news to the servicemen in the combat area
3. Conducting a program for good community relations
4. Sending news stories to the Home Town News Center

2-59. Which of the following organizations, in a limited war, would normally handle the community relations or civic action programs?

1. U.S. Army
2. Military assistance group
3. U.S. Navy
4. State Department

2-60. Why does helping the civilian news media and their war correspondents to obtain news create problems for the PAO?

1. The American people expect full news coverage
2. Security must not be breached
3. Not all correspondents are sympathetic to the United States, but all must be furnished news
4. All of the above

2-61. Which of the following services is NOT expected by the war correspondent?

1. Communications
2. News briefing
3. Logistics
4. Preferential treatment

2-62. At which of the following sites should a CIB, in a war zone, be located?

1. Inside the headquarters building
2. With a small unit near the combat action
3. Near large headquarters
4. As far away from the combat action as possible

2-63. Which of the following factors is the major criterion in determining the number of correspondents a command can accommodate?

1. Communications
2. Safety of correspondents
3. Security
4. Availability of good story material

2-64. War correspondents are normally provided meals in the

1. enlisted dining facility
2. officers' mess
3. CPO mess
4. Navy Exchange facilities

2-65. Which of the following publications covers the conditions under which military communications facilities may be used for press traffic?

1. PA Regs
2. BUPERS Manual
3. Field Press Censorship Manual
4. Naval Telecommunications Publication 9

2-66. Which of the following persons has administrative control of war correspondents?

1. Commander of the area in which they are operating
2. Designated fleet public affairs officer
3. Secretary of the Navy
4. Chief of Information

2-67. In a major command, which of the following is an important source of news for the correspondents?

1. Tactical briefings by the command
2. Written news handouts from the senior correspondent at the command
3. Daily news briefings by the command
4. Classified communiques from the command

2-68. Which of the following characteristics does NOT apply to regular daily news briefings?

1. Issuance of summaries to save time-consuming questions from the floor
2. Coverage of the immediate battlefront situation
3. Inclusion of news from the war zone only
4. Coverage of significant activities in either friendly or enemy rear areas

2-69. Which of the following is the primary reason a news summary is issued to each newsman before the question-and-answer period of a briefing?

1. It controls what questions will be asked
2. It provides the public affairs officer with an historical record
3. It eliminates the need for time-consuming questions about spelling of names and technical words
4. It provides a means in which the public affairs officer will be able to cover up sensitive issues

2-70. Which of the following is NOT a characteristic of a communique?

1. A description of daily combat operations
2. A serial number for ready reference
3. Coverage of 2 or 3 days' operations
4. Coverage of the broad tactical and operational picture

2-71. Which of the following is the best description of a communique?

1. An official news release giving a straightforward account of daily combat operations
2. An official news release providing an accurate account of isolated engagements
3. A weekly review of combat operations
4. A classified news briefing designed to provide correspondents with background information

Assignment 3

PA Policy and Procedures (continued); PA Office Management

Textbook Assignment, NAVEDTRA 10295-B: Pages 58 - 74

Learning Objective: Determine the rules, procedures, and policies to follow for arranging a news conference.

3-1. Which of the following rules applies best to calling a news conference?

1. If possible, schedule regular conferences
2. Never call one unless the CO suggests it
3. Call them only by request of the news media or when there is no other method of presenting the news
4. Call them for important news releases only

3-2. Which of the following is NOT a ground rule for preparing for a news conference?

1. Prepare a complete background news release for the news media
2. Always plan for the most senior man on hand to be the principal spokesman
3. Issue invitations to editors of all media, explaining the type of subject matter to be covered
4. Provide an easy-to-find location with ample parking and explicit directions, or furnish guides

3-3. Arrangements for conducting a news conference include

1. holding the conference early in the morning whenever possible
2. distributing any informational material in written form at the end of the conference
3. holding the conference in a room suited to all types of media and equipped with telephones and a suitable area for photography
4. always planning to serve food and drink for an ice-breaking period

3-4. Which of the following practices is recommended for news conferences?

1. Normally calling for written questions to be submitted in advance
2. Trying to anticipate the newsmen's questions and briefing the spokesman in advance
3. Beginning at the announced time
4. Closing the conference as soon as the subject has been fairly and completely covered

3-5. Which of the following procedures is recommended for establishing the ground rules at a news conference?

1. The spokesman may give them as he opens his remarks or begins his prepared statement
2. The PAO may give them just prior to introducing the spokesman
3. The official who is being interviewed should make it very clear when he moves from one category of information to another and how each category may be used
4. Each of the above

In items 3-6 through 3-10, select from column B the term that stands for the type of information in column A.

A. Information Types

3-6. Information that may not be identified as a quotation from a specific source

3-7. Information not for quotation nor for any printed story

3-8. Information that may be quoted and attributed to the speaker by name

3-9. Information that may be used in a story but must not be used as if from a source other than the writer's own research

3-10. Information that can be attributed to an unnamed source

B. Terms

1. Off-the-record
2. Not for attribution
3. On-the-record
4. Background

3-11. Why is it good practice to have all news conferences tape recorded or recorded verbatim by a stenographer?

1. For use in making reports
2. As an alibi against deliberate or careless misquotation
3. For use as training material for JO strikers
4. To supplement the newsmen's notes

Learning Objective: Indicate why and how pooling is used for news coverage of certain events.

3-12. Under which of the following conditions should pooling be used at a news conference?

1. The facilities are inadequate to accommodate the number of newsmen who wish to attend
2. The security classification of the information restricts the conference to American newsmen
3. Only correspondents of military publications are invited
4. The speaker at the conference is a U.S. Government official

3-13. Which of the following events would probably be a pooling situation for newsmen?

1. A news conference with the Secretary of Defense at the Pentagon
2. A disaster aboard the USS Forrestal
3. The commissioning of a new aircraft carrier
4. An explosion aboard a large naval base

3-14. In accordance with accepted guidelines, which of the following persons would be selected to represent the media if only one reporter could be flown out to a disaster aboard an aircraft carrier?

1. A cameraman from NBC News
2. A Time magazine reporter
3. An Associated Press photographer
4. A reporter from United Press International

3-15. In which of the following circumstances would poolmen rotate?

1. A continuing news event
2. An event which would be helpful for Navy recruiting
3. A situation involving Congressmen from different states
4. An event of national interest

Learning Objective: Point out how field press censorship is used and carried out.

3-16. When and by whom may press censorship be established within the Continental United States (CONUS)?

1. When war is declared or invasion imminent; by the President
2. When U.S. Armed Forces are attacked; by the President
3. When the U.S. declares war; by SECDEF
4. When the U.S. is attacked; by SECDEF

3-17. To what news does field press censorship apply?

1. Material entering an area
2. Material leaving an area
3. Material circulating within an area
4. All of the above to the extent the CO deems necessary for security reasons

3-18. Which of the following is a function of the public affairs officer when field press censorship is imposed?

1. Act as a censor
2. Designate a censor
3. Establish censorship policy
4. Be the liaison between the censor and correspondent

3-19. Which of the following officials designates the chief field press censor?

1. Public affairs officer
2. Operations officer
3. Security officer
4. Unified, area, or force commander

3-20. Before the PAO releases communiques or news copy, when field press censorship is imposed, he must have the release cleared by the

1. command duty officer
2. security officer
3. censor
4. operations officer

3-21. If there is a difference of opinion between a censor and correspondent, it is the duty of which of the following officials to mediate?

1. The censor
2. The person who wrote the release
3. The operations officer
4. The public affairs officer

3-22. Which of the following authorities is responsible for training personnel in the duty of field press censorship?

1. Chief of Information
2. Chief of Naval Personnel
3. Area commander
4. Chief of Naval Air Training

Learning Objective: Point out practices relating to accreditation.

3-23. What year did the Department of Defense suspend use of the DOD accreditation card?

1. 1953
2. 1967
3. 1971
4. 1973

3-24. Which, if any, of the following statements best describes DOD accreditation policy for coverage of an unclassified military activity?

1. A journalist must submit a request for accreditation through the chain of command
2. Accreditation cards are issued by the local public affairs officer
3. Accreditation is approved or disapproved by the area commander
4. None of the above; accreditation is not required

3-25. You are contacted by a man who states he is a writer for XYZ magazine, and has been assigned to cover an upcoming fleet exercise. Since another writer from XYZ is already on hand to cover the same exercise, you question the double coverage. How should you verify the status of the two writers?

1. By asking to see their accreditation cards
2. By contacting XYZ magazine
3. By asking them for identification
4. By calling both in for a joint interview

Learning Objective: Identify factors that have a bearing on the successful operation of a public affairs program.

3-26. Of the following, which is NOT an essential ingredient in operating a successful public affairs office?

1. The authority to do the job
2. A full-time public affairs officer
3. The support of the officer in command and his staff
4. The resources for carrying out the job

3-27. Which of the following documents are the PRIMARY authority in the daily operation of a public affairs office?

1. Department of the Navy Public Affairs Regulations
2. BUPERS Regs
3. SECNAV directives in 1700 series
4. CHINFO directives in 1700 series

Learning Objective: Characterize the typical Navy staff organizational pattern and indicate its functions and relationship to the command.

3-28. How many assistant chiefs-of-staff does the typical Navy chief-of-staff have?

1. Two
2. Three
3. Five
4. Six

3-29. In comparing a Navy staff pattern with the other services, it is correct to say that

1. they are identical
2. they are basically similar
3. they vary to fit differing needs
4. any similarity is due to similarity of missions

3-30. All of the following are staff divisions in a typical Navy staff EXCEPT

1. intelligence
2. communications
3. coordination
4. operations and plans

3-31. Under whom does the public affairs officer normally serve on a Navy staff?

1. Chief of Staff
2. Assistant Chief of Staff for Administration
3. Officer in command, as an aide
4. Assistant Chief of Staff for Communications

3-32. Which of the following reasons would best describe the function of a military organization?

1. To improve the economy
2. To promote good will with foreign nations
3. To be victorious in battle
4. To support the policies of the Secretary of State

3-33. The primary reason for the existence of the staff is to

1. save time
2. carry out the mission of the command
3. assist the commander in accomplishing his mission
4. decentralize responsibility

3-34. Which of the following functions are performed by all divisions of the staff?

1. Preparing and transmitting directives
2. Developing plans and coordinating operations
3. Providing information and making recommendations
4. All of the above

3-35. Which of the following is NOT a function of a Public Affairs staff?

1. To judge the significance of information
2. To prepare the facts as the commander would like to see them
3. To ensure that the information is reliable
4. To provide complete information

3-36. Which of the following responsibilities for planning is usually assigned to staffs?

1. Anticipating the needs of the commander
2. Keeping alert to the need for new plans or directives
3. Drafting amendments to plans in force
4. Each of the above

3-37. A public affairs office staff can achieve maximum efficiency in the use of resources by

1. planning for the best use of each individual's skills
2. insisting on the necessity of adequate materials and time
3. planning in terms of the command's total resources
4. organizing all staff personnel into JO/PH teams

3-38. Which of the following factors is most important in achieving coordination of all staff activities?

1. A cooperative officer in command
2. Good morale in the activity
3. An adequate plan for the activity
4. Free exchange of information among the divisions

3-39. Which of the following statements best describes the decision-making function of staff officers?

1. In many areas the commander delegates the responsibility for action to staff members
2. Only the PAO, as a staff member, may make all decisions in his area of authority
3. Whenever the commander delegates authority for staff action, his assistants may make decisions in the name of the commander
4. PA Regs and Navy Regs should be consulted whenever a staff member makes a significant decision

3-40. Which of the following staff officers approves and issues routine news releases?

1. Commander
2. Security officer
3. Public affairs officer
4. Operations officer

3-41. When a story that may be sensitive arises, which of the following procedures should you follow?

1. Wait until the commander suggests a news release and then check the facts
2. First check the facts, next prepare a news release, and then get the commander's approval
3. First check the facts, next get the commander's approval, and then prepare a news release
4. First seek the commander's approval, next check the facts, and then prepare a news release

3-42. (A) Who prepares most directives, and (B) who signs them?

1. (A) A staff section, (B) the assistant chief of staff for the section
2. (A) A staff section, (B) the officer in command
3. (A) The assistant chiefs of staff, (B) the chief of staff
4. (A) The chief of staff, (B) the commander

3-43. Which of the following responsibilities do staff officers have concerning directives that have been issued?

1. They make certain that the directives are understood and followed
2. When appropriate, they recommend changes to the directives
3. They verify reports for completeness and relevance of the data
4. All of the above

3-44. Which of the following publications defines the relationship between a staff and a ship that is serving as the flagship?

1. PA Regs
2. Security Manual
3. BUPERS Manual
4. Navy Regs

3-45. In order to discharge his duties effectively, the flagship division officer maintains close liaison with the ship's

1. personnel officer
2. commanding officer
3. legal officer
4. executive officer

Learning Objective: Recognize fundamentals of organizing an efficient public affairs office.

3-46. A large shore-based public affairs office should have at LEAST how many correspondents?

1. 7 to 10
2. 3 to 8
3. 1 or 2
4. 10 to 14

3-47. Why would a staff public affairs office, aboard a large shore base, have an unlisted phone number, among other listed numbers?

1. It provides communication during a major disaster when all of the phones are in use
2. The public affairs officer must have the line to hold confidential conversations
3. It holds down the number of crank calls the office often receives
4. It provides newsmen with immediate access to the public affairs officer

3-48. All of the following factors must be considered in office management planning EXCEPT

1. mission
2. work flow
3. utilization of personnel
4. seniority of personnel

3-49. Use of identification devices for key public affairs personnel for access to disaster scenes and restricted events must be authorized by which of the following means?

1. Memo from the public affairs officer
2. Command directive
3. Notary Public
4. Letter from the security officer

3-50. CDR Cox, who is new aboard, decides to rearrange the PA office in the hope of increasing efficiency. His rearrangement will NOT be worthwhile if its only consequence is

1. improving the flow of office work
2. eliminating wasted or overcrowded spaces in the office
3. enhancing the attractiveness of displays and furnishings in the office
4. increasing the productivity of office personnel

Learning Objective: Indicate important factors concerning the four basic administrative processes: planning, organizing, coordinating, and supervising.

3-51. Making decisions with respect to goals, policies, procedures, and schedules is a part of

1. coordinating
2. organizing
3. planning
4. supervising

3-52. Most large PA offices are organized into departments by what factors and for what purpose?

1. Personnel skills, specialization
2. Personnel skills, cross-training
3. Functions, specialization
4. Functions, cross-training

3-53. In organizing an office by functions, you should minimize the drawbacks of overspecialization by which of the following means?

1. Doing everything yourself
2. Being available so that you can step in to take a specialist's place
3. Increase the manning level so that you have two specialists on each job
4. Encouraging cross-training

3-54. Which administrative function must be considered in every part of the public affairs job?

1. Planning
2. Coordinating
3. Organizing
4. Supervising

Information for item 3-55:

A. Attention to timing
B. Personnel assignment based on skills
C. Availability of equipment and supplies
D. Upkeep of cameras, typewriters, and other resources

3-55. To execute the function and coordination of management, you need to consider which of the following factors?

1. A, B, C, D
2. A, B
3. B, C, D
4. A, B, C

3-56. Which of the following sayings describes the principles of good office management?

1. Nice guys finish last
2. Leadership is the keystone to good supervision
3. Familiarity breeds contempt
4. Never do today what you can put off till tomorrow

3-57. An effective practice in supervising the staff of a PA office is to conduct training sessions and encourage completion of self-improvement courses.

3-58. You are supervising the work of two JO2's, each one with a different career backgound. You should have which of the following expectations?

1. Both will meet certain basic qualifications
2. Both will produce the same results on the same job
3. Each will have the knowledge to do his work
4. Neither will have trouble in completing his work

3-59. A JOSN submits a change-of-command story which does not meet professional standards. Which of the following actions should you take?

1. Rewrite the story yourself
2. Point out the errors and faults and have him rewrite it
3. Assign the story to another striker
4. Pass it to the PAO for revision

3-60. The same JOSN rewrites the story and it still fails to meet professional standards. Which of the following actions should you now take?

1. Submit the rewritten story to the PAO
2. Place him on report
3. Offer suggestions that will improve his story and writing skills
4. Rewrite the story yourself

3-61. A list of functional activities for the PA office should be prepared and maintained by which of the following persons?

1. Personnel officer
2. Senior JO
3. The JO handling most of the admin duties
4. Executive officer

3-62. Which of the following actions by a senior JO would probably create a feeling of hostility among his or her juniors?

1. Seeking the cause of mistakes
2. Criticizing without good reason
3. Commending in public
4. Being courteous to seniors

3-63. A JOSN suggests an impractical change in AFRTS programming. Which of the following actions should you take?

1. Tell him that he should research before making a suggestion
2. Tell him that if there are any changes to be made you will make them and that he is to keep suggestions to himself
3. Approve the change as a means of encouraging him to suggest other changes
4. Disapprove the suggestion, but tell him you appreciate the thought behind it

Assignment 4

PA Office Management (continued); Community Relations and Special Events

Textbook Assignment, NAVEDTRA 10295-B: Pages 74 - 104

Learning Objective: Identify principles and techniques of preparing Navy letters and directives.

4-1. Various types of Navy correspondence formats are prescribed by which of the following publications?

1. Navy Correspondence Manual
2. BUPERS Manual
3. PA Manual

4-2. Which of the following is the first step in preparing a Navy letter?

1. Choice of words
2. Planning
3. Paragraph organization
4. Writing a topic sentence

4-3. Why is it good policy to limit letters to one topic?

1. To keep them short
2. To save time
3. To avoid confusion and delay in getting replies
4. To simplify office filing requirements

4-4. To properly organize a letter you should strive to

1. keep the reader in mind
2. be clear and definite
3. do both 1 and 2 above
4. use only brief paragraphs

4-5. What is the best practice in choosing words for your letter?

1. Avoid using the same word frequently
2. Be precise and simple
3. Use words that are formal and dignified
4. Use colorful words that give variety

4-6. All underlined words in the following sentences are spelled correctly. In which sentence is the meaning of the underlined word exact?

1. He was appraised of the situation
2. He was apprised of the situation
3. The principle of the school is absent today
4. He lives according to his principals

4-7. Which of the following sentences is the best statement of the correct answer in item 4-6?

1. He was told of the situation
2. He understood the situation
3. The school's leader is absent today
4. He and his ideals live

4-8. If you have trouble in deciding the exact meaning of a word in a sentence you should take which of the following actions?

1. Ask the senior JO in the office for his opinion
2. Change the sentence to avoid using the troublesome word
3. Consult the dictionary

4-9. Which of the following similar-in-meaning words is considered more general than the other two?

1. Procure
2. Secure
3. Obtain

4-10. Which of the following is a concern in paragraph organization?

1. Readability
2. Unity
3. Wordiness
4. Each of the above

4-11. Which one of the following sentences could serve as a topic sentence?

1. Did you secure the safe?
2. War is expensive
3. Later we found them in the galley
4. It started to snow the next day

4-12. Where is the topic sentence placed in the paragraph?

1. As an introductory sentence at the beginning
2. In a summary sentence at the end
3. Midway through the paragraph
4. In any position, but usually at the beginning

In items 4-13 through 4-17, select from column B the sentence order most appropriate for the purpose in column A.

A. Purposes

4-13. An explanation of the process used in cleaning a rifle

4-14. The presentation of facts to support a request for new equipment

4-15. A plea for the use of safety practices

4-16. A description of the circumstances at the time of a collision between two Navy vessels

4-17. A story on how to enter the all-Navy cartoon contest

B. Order

1. Place order
2. Logical order
3. Chronological order
4. Order of emphasis

4-18. In writing business letters for the Navy, you should try to avoid which of the following?

1. Impersonal passive voice
2. Unnecessary words and details
3. Lengthy acknowledgements
4. All of the above

4-19. What kind of order was used in the All Hands reply to the letter asking about the history of the USS Bowditch, given in your textbook?

1. Place order
2. Order of emphasis
3. Chronological order
4. Logical order

4-20. Which of the following is NOT a function of the SOP's for operating a public affairs office?

1. Reduce the number and complexity of later directives
2. Advise or guide new personnel in routine matters
3. Promote proven office practices
4. Establish a standard format for Navy instructions and notices

4-21. What kind of directive would normally be used to govern the release of information about a serious accident to Navy personnel in a specific command?

1. A directive written by the CO
2. A local SOP
3. A special directive from the PAO
4. A special directive from CHINFO

4-22. Under what circumstances, if any, may a public affairs plan vary from the format in Appendix I?

1. When the purpose of the plan will be better served by the changed format
2. When the changes are approved by CHINFO
3. When the contents of the plan are modified
4. Under no circumstances

4-23. A public affairs annex to an operation order has all of the following contents EXCEPT

1. specific instructions on policy for information activities
2. the scope of picture and story coverage desired
3. the staffing of the Command Information Bureau (CIB)
4. plans for communication facilities for the fleet operation

4-24. For which of the following events are CIB's normally established by a notice?

1. Adverse incidents
2. A major fleet exercise
3. An important news situation
4. All of the above

4-25. In which of the following public affairs plans would you find information concerning casualties?

1. CIB Plan
2. Adverse Incident Plan
3. Special Event Plan
4. Command PA Plan

Learning Objective: Specify the methods to use and the format to follow in preparing PA studies.

● Information for items 4-26 through 4-28. You are preparing a study for your superior, the PAO, as background for a decision on choosing among three proposed community relations projects. The items should be marked True or False.

4-26. You must gather all available information concerning the community relations projects.

4-27. You must let the PAO make the recommendations.

4-28. You must make a thorough and objective analysis of the facts before drawing conclusions.

4-29. What are the basic elements included in the body of a PA study?

1. Problems, facts bearing on the problem, discussion
2. Problem, discussion, conclusions, enclosures
3. Assumptions, discussion, recommendations, enclosures
4. Problem, assumptions, facts bearing on the problem, discussion, conclusion, recommendations

4-30. You are preparing a study on the problem of improving Navy/news media relationships during fleet exercises. Which of the following statements is most likely to be an assumption rather than a fact?

1. During past exercises there have been articulate, dissatisfied news reporters
2. The news reporters will cooperate with Navy PA procedures
3. The PA communications equipment has been overhauled
4. A rewritten set of procedures has been furnished Navy PA personnel

4-31. How should you present detailed facts in a PA study?

1. Include a summary of the facts in the body of the study
2. Arrange them in logical sequence
3. Do both of the above
4. Include the details of any fact that bears directly or indirectly on the problem

4-32. All of the following material should be included in the discussion section of a PA study EXCEPT

1. possible solutions to the problem
2. the reasons you rejected certain solutions
3. a detailed and, if necessary, lengthy exposition of the study
4. an explanation of your reasons for recommending the given solution

4-33. Which of the following steps should you take when writing the conclusion of a PA study?

1. Listing alternate solutions in the order of desirability
2. Stating briefly the best solution to the problem
3. Applying the tests of suitability, feasibility, and acceptability to your solution
4. Both 2 and 3 above

4-34. In what section of a PA study should you state the action required to implement the suggested solution?

1. In the discussion
2. Under recommendations
3. In the conclusion

4-35. To condense the main body of a PA study, you may need to add supporting material as enclosures. Which section is most likely to require enclosures?

1. The discussion
2. The facts bearing on the problem
3. The assumptions
4. The recommendations

Learning Objective: Recognize fundamentals of setting up and carrying out an effective community relations program.

4-36. Which of the following news elements has a special value in the community relations situation?

1. Conflict
2. Proximity
3. Consequence
4. Sex

4-37. What is the basis of a good community relations program?

1. Frequent and interesting releases to the media
2. A good CO and a good PA officer
3. Participation by Navy personnel in community affairs
4. A good command with concern for community welfare and a program to earn public acceptance

4-38. Normally, a commanding officer delegates the responsibility for insuring that a community relations program is sound and effective to which of the following officers?

1. Executive Officer
2. Operations Officer
3. Family Services Officer
4. Public Affairs Officer

4-39. Which of the following is NOT an objective of a community relations program?

1. To earn public acceptance and understanding
2. To evaluate public attitudes
3. To separate community relations from public affairs
4. To identify the military mission with the public interest

4-40. Civilian companies which are understood and accepted by a community have identified practices that tend to assure effective community relations. Which of the following is NOT included among these practices?

1. Behaving like a good neighbor
2. Telling the community about itself
3. Maintaining a modest and reserved attitude about its value to the community
4. Telling its employees about the planned community relations program it has

4-41. In what way can the Navy benefit from a good community relations program?

1. Better recruiting
2. Higher esteem in the community where Navy personnel live and work
3. Increased support for the Navy's mission
4. Each of the above

4-42. Which of the following officials is designated to act for and in behalf of the Secretary of Defense in planning and implementing the DOD Community Relations Program?

1. Secretary of Health, Education and Welfare
2. Secretary of Commerce
3. Assistant Secretary of Defense (Public Affairs)
4. CHINFO

4-43. Which of the following officers is responsible for giving positive emphasis to the importance of good community relations in the execution of his mission?

1. Public Works Officer
2. Public Affairs Officer
3. Executive Officer
4. Commanding Officer

4-44. Which of the following are included in any effective community relations program?

1. Community relations projects
2. Publics
3. Communication channels
4. All of the above

4-45. Among the publics served by a Navy community relations program some are characterized as external and some as internal. Which of the following are considered external?

1. Families of Naval Academy midshipmen
2. Retired Navy personnel
3. Career civilian employees of the Navy
4. Members of Congress

4-46. Which of the following are considered Navy internal publics?

1. Members of the Navy League
2. Newspaper editors
3. Members of the U.S. National Manufacturers Association
4. Local government officials

4-47. In a large city where there are several military installations, what can you do to avoid overlapping and conflicting community relations programs?

1. Rotate community relations responsibilities so that each command has full charge for a period of time
2. Form a coordinating council to plan for all activities involving community relations
3. Participate in a formal community council that includes military, governmental, and civic leaders
4. Do either 2 or 3 above

4-48. Which of the following complaints can be classed as requiring remedial action?

1. A complaint that Navy personnel are unable to receive adequate services in the local community
2. A complaint from Navy personnel on the base that prices of commodities in the local community are too high
3. A complaint about Navy drivers who fail to heed a special speed zone near an elementary school
4. A complaint that housing for Navy personnel in the local community is inadequate

4-49. A remedial community relations program is classified as a fire prevention program.

4-50. Which of the following is NOT a step in the Four-Step Public Affairs Cycle?

1. Funding
2. Factfinding
3. Communication
4. Evaluation

4-51. Which of the following distinguishes community relations from publicity?

1. Emphasis on communication and evaluation
2. Local approach in news releases
3. Good evaluation
4. Emphasis on factfinding and planning

4-52. As the first step in factfinding, you must identify the

1. influential community organizations
2. mission and organization of your command
3. community power structure
4. past and current community relations program

4-53. Which of the following community power structures is easiest to determine?

1. Political
2. Economic
3. Social

4-54. Which of the following groups is NOT considered a type of leader in the informal power structure of a local community?

1. Decision makers
2. Influentials
3. Elected officials
4. Opinion leaders

4-55. What will probably be your most feasible source of information about the attitudes of local citizens toward a naval air station and how these attitudes are formed?

1. An attitude survey constructed by the PA staff
2. A professional survey
3. A detailed examination of a variety of published materials
4. An interview with the opinion leaders for information

4-56. You should give special attention to spotting existing and potential problems in community relations by doing which of the following?

1. Reviewing correspondence from time to time
2. Using formal and informal contacts with local civilians
3. Noticing remarks made in staff meetings and elsewhere
4. All of the above

4-57. Why is the establishment of a Community Survey file recommended?

1. For the information of the officer-in-command
2. For ready access to information needed daily in the PA office
3. For availability of needed data to new personnel reporting to the PA office
4. For planning a new survey

4-58. Since the community survey file at a naval station has not been kept up-to-date, you suggest to the PAO that you would like to make a current survey. Which of the following replies might he properly make?

1. "Yes, but include all large cities less than 50 miles from the base"
2. "Just get the file up-to-date"
3. "Let's check to see whether a similar survey has been made recently by the local Chamber of Commerce, or anyone else"
4. "No, it's an unnecessary effort"

4-59. After a PAO and his staff have collected all the essential information about a community, what is the next step in the development of the community relations program?

1. Analyzing the data for meaning and relevance
2. Making the data available for use in speeches and reports
3. Formulating the objectives of the community relations program
4. Formulating courses of action to take to carry out the program

4-60. Which of the following is the primary function of a chamber of commerce?

1. Regulate commerce in the local area
2. Operate the local better business bureau
3. Promote growth and foster prosperity of the community
4. Nominate local officials for the legislature

4-61. In a very conservative New England community, which of the following special events might fail because you did not consider local culture, customs, and traditions?

1. A variety show that you stage for the benefit of local charities
2. Band music that you are invited to furnish during a visit by the governor of the state
3. A base open house that you hold on Sunday and for which you fail to ask naval personnel and their dependents to avoid extremes of dress and behavior
4. A Navy ball for which you limit invitations to sponsored friends and naval officers

4-62. Which of the following is a basis for motivating interaction between a Navy base and the community?

1. The Navy personnel spend money in the city
2. The Navy provides employment for local residents
3. Recognition of the many mutual interests between the two is fundamental
4. The Navy needs community support for such things as adequate sanitation and health facilities

4-63. Your first draft of a proposed community relations program should contain what information?

1. A statement of policy based on guidelines from higher authority
2. A statement of objectives with a tentative schedule of activities and projects
3. Specific delegations of authority for community relations activities
4. All of the above

4-64. Assume you are working in a relatively small community with insufficient resources to conduct a full scale community relations program. Which of the following program elements should you begin with?

1. Station newspaper and a speaker's bureau
2. Correspondence with leaders in the social power structure of the community
3. Social events to be attended by the CO, PAO and his staff, and leaders in the social power structure of the community
4. All of the above

4-65. What is the goal of the communication part of the four-step PA cycle?

1. To reach as many publics as possible
2. To give a complete picture of the plan to all Navy personnel in the command
3. To insure the support of those who are affected and whose help is essential
4. To get criticism and suggestions from all hands before a program is put into operation

4-66. Which of the following officers should review a proposed community relations program, drafted by the public affairs officer, prior to submission to the commander or commanding officer?

1. Chief of Staff or Executive Officer
2. Operations Officer and Administrative Officer
3. Flag Secretary or Administrative Officer
4. Senior Public Affairs Officer in the area

4-67. After the plan has been officially adopted, what is done to make the community relations program a team effort?

1. The basic information about the program and the reasons behind it are given to all members of the command
2. Individuals and agencies responsible for specific parts of the program are so informed
3. Both 1 and 2 above
4. The commander issues directives concerning the cooperation expected

4-68. How can you learn which are the right communication channels to reach specific publics in your community?

1. Ask the local newspaper publisher
2. Ask the president of the local Chamber of Commerce
3. Look up the facts that you collected and analyzed in your community survey
4. Ask your commander or the executive officer

4-69. The final step of the four-step PA cycle, evaluation, leads back to

1. factfinding
2. planning
3. communications
4. objective determining

4-70. The evaluation process should measure

1. results against objectives
2. results against past history of CR programs
3. successes against failures
4. weak spots against strengths

Assignment 5

Community Relations and Special Events (continued); Oral and Visual Communications

Textbook Assignment, NAVEDTRA 10295-B: Pages 104 - 128

Learning Objective: Recognize the meaning of the term "special event," identify types of special events, and indicate practices applicable to Navy participation in special events.

5-1. A special event, from the public affairs point of view, is the staging or dramatization of a fact to convey a message to a public. It may also be described as

1. an official ceremony
2. planned news for a specific purpose
3. an adverse incident to be reported according to prescribed standards
4. an event conducted to benefit the community

5-2. Which of the following references describes in detail special events in which Navy participation is authorized?

1. Navy Regs
2. All Hands magazine
3. PA Regs
4. BUPERS Manual

5-3. Assume that you are approached by a chamber of commerce official with a request for a flyover at a Fourth of July celebration. Which of the following would be an INCORRECT procedure?

1. Supply the official with a copy of an official request form
2. Seek the formal concurrence of the operational staff
3. Tell the official that the request must be approved according to DOD policies
4. Send the request to CHINFO 3 weeks before the Fourth of July

5-4. Under unusual circumstances, the personnel who actually carry out a special event plan may include which of the following?

1. The cognizant PAO's staff
2. PR-trained Naval Reservists on active duty for training
3. Navy-employed civilians
4. All of the above

In items 5-5 through 5-11, select from column B the type of public for which the special event in column A is most suitable.

A. Special Events

5-5. Award ceremonies at the base

5-6. A program conducted for the Navy League

5-7. Participation in a parade

5-8. A ship's launching ceremony

5-9. An allied exercise

5-10. A demonstration at a conference of oceanographers

5-11. The dedication of a new building at the base

B. Publics

1. Internal
2. Community
3. National or international
4. Special

5-12. Under which of the following circumstances would operational plans be modified in favor of public affairs objectives?

1. A guest cruise is being combined with a training exercise
2. A fleet exercise is being combined with a demonstration for VIP civilians
3. A U.S. Senator desires to attend an award ceremony aboard a destroyer
4. A U.S. Representative has asked for Navy participation in a Fourth of July parade

5-13. Which of the following is the first step in the process of planning a special event?

1. Considering the facilities you have at your disposal
2. Deciding what you are going to do and why
3. Determining the logistic support available
4. Deciding how you will supervise the event

5-14. When a major event is held ashore, how many command directives would probably be necessary to cover all details, including public affairs, security, and logistics?

1. One
2. Two
3. Three
4. Four

5-15. Which of the following is the final step in planning and conducting a special event?

1. Giving the commanding officer an oral evaluation of the event
2. Submitting to higher authority a written evaluation of the event
3. Forwarding to the commanding officer a memo that praises the event's participants

5-16. In planning for a major event, the public affairs officer will have to decide all of the following EXCEPT

1. when the event will occur
2. what the program will be
3. the order of events
4. the guest list

5-17. How can you divide the workload to insure that all needed arrangements for a major special event are made?

1. Draw up a command directive in which a coordinator is named and assign tasks to appropriate subordinate commands or staff members
2. Request the commander to appoint suitable helpers for the event
3. Request the PA personnel from nearby commands be ordered to TAD at your command
4. Request that the commander make the major decisions and attend to the details yourself

5-18. What should you do for the TV cameramen to help them get pictures of the officials on the reviewing stand, the officers, and the precommissioning crew?

1. Get Public Works to build a solid stand for the cameramen and set it up where it will not interfere with the free movement of participating personnel
2. Check to see that the available power is sufficient for the needs of the TV equipment
3. Specify the arrival hour that will enable them to test satisfactory placement for their equipment
4. All of the above

5-19. The reporters need all of the following assistance EXCEPT

1. advance copies of the speeches
2. a chance to interview the district commandant, prospective captain of the newly commissioned ship, and other important persons
3. access to typewriters and telephones
4. the use of station recorders

5-20. When a group of guests comes aboard a station or ship and will be billeted in several smaller groups, you can keep the group members straight by

1. using separate colors for identification on name tags, signs, and baggage
2. assigning a guide to each guest
3. giving each guest a list of the names of the others in his group

5-21. If a photo book is to be mailed to a guest a week or two following a guest cruise visit, which of the following officers should sign the forwarding letter?

1. Administrative Officer
2. Public Affairs Officer
3. Commanding Officer or a flag officer
4. Photo Officer

Learning Objective: Recognize basic fundamentals in oral communications and purposes for which a speech is given.

5-22. From the Navy's point of view, which of the following is the main purpose for naval personnel to give a speech?

1. To transmit a Navy message to a few influential people
2. To transmit a Navy message to the largest number of influential people
3. To promote a political viewpoint which will increase Congressional support for shipbuilding funds
4. To earn money from speaking engagements for the recreation fund

5-23. For which of the following events would a commanding officer disapprove a request for a speaker under DOD guidelines?

1. A Knights of Columbus religious retreat
2. A Chamber of Commerce monthly meeting
3. A Republican state convention
4. An American Legion convention

5-24. DOD policy prohibits Navy speakers from appearing at which of the following events?

1. A convention open to members of the press
2. A meeting where Communists may be present
3. A religious assembly
4. A meeting barred to anyone because of race

5-25 Which of the following jobs would a senior Journalist be required to accomplish?

Write a speech for another person to deliver
2. Arrange a speaking engagement
3. Give an informal speech when necessary
4. All of the above

In items 5-26 through 5-30, select from column B the type of speech that you would use to obtain the audience reaction in column A.

A. Reactions	B. Speech Types
5-26. To gain intellectual agreement	1. To introduce
5-27. To arouse interest	2. To actuate
5-28. To stimulate observable action	3. To stimulate
5-29. To inspire	4. To convince
5-30. To arouse enthusiasm	

5-31. Which of the following is the main goal of a college professor presenting a lecture to a physics class?

1. To entertain
2. To inform
3. To secure goodwill
4. To actuate

5-32. Which of the following objectives would you attempt in a speech supporting a fundraising campaign?

1. Entertain
2. Introduce
3. Inspire
4. Actuate

5-33. In which of the following types of speech is the purpose subordinated or hidden?

1. A speech to inform
2. A speech to introduce
3. A speech to secure goodwill
4. A speech to actuate

5-34. For which of the following reasons should you try to obtain a detailed knowledge of an audience with respect to such matters as occupations, educational levels, biases, and so on?

1. To help you include material that appeals to their interests
2. To enable you to choose suitable anecodotes
3. To enable you to show the audience why it should support the Navy
4. To enable you to avoid areas of a subject in which the audience is knowledgeable

5-35. Which of the following questions should you ask when you plan a speech?

1. What is the reason for giving the talk?
2. Who, if anyone, speaks before you do?
3. Can you tie your speech to an appropriate event by your introductory remarks?
4. All of the above

5-36. Which of the following action(s) should you take to insure an adequate physical setup for a speech?

1. See that there is ample lighting and seating
2. Check for needed amplifiers and visual equipment
3. Both 1 and 2 above
4. See that someone else is making arrangements

Learning Objective: Point out the delivery method to use for different types of speeches and specify the techniques that are recommended for writing or outlining the introduction of a speech.

In items 5-37 through 5-41, select from column B the delivery method used for the type of speech in column A.

A. Speech Types

5-37. A speech written out and read

5-38. A speech prepared in outline

5-39. A speech delivered without planning

5-40. A speech that depends on notes or a key word outline

5-41. A speech delivered without written text or notes though it was originally written out completely

B. Methods

1. Impromptu
2. Memorization
3. Manuscript
4. Extemporaneous

5-42. What is normally the (A) best and (B) the worst delivery method for a speech?

1. (A) Memorization, (B) impromptu
2. (A) Extemporaneous, (B) memorization
3. (A) Manuscript, (B) extemporaneous
4. (A) Impromptu, (B) manuscript

5-43. The impromptu talk is more difficult than prepared speeches for many reasons, but primarily because the speaker usually

1. needs preparation time for research and writing
2. is in an unfamiliar situation, and becomes nervous
3. is made uncomfortable by the reaction of the audience to his stumbling introduction
4. is inexperienced in talking

5-44. All of the following elements should be included in the introduction of a speech EXCEPT the

1. attention step
2. supporting material for the main points
3. motivation
4. limited objective

5-45. Which of the following techniques is normally NOT a good one for beginning a talk?

1. Using an appropriate quotation
2. Using the most hilarious story you know
3. Posing three or more rhetorical questions
4. Using an unusual visual aid

● Information for items 5-46 through 5-49: From the following list of techniques used as attention-getters in the introduction to a speech, select the one used in the Navy speech which is quoted in the lead to each item.

A. An interesting illustration
B. An appropriate quotation
C. A humorous story
D. A series of rhetorical questions
E. Striking facts or statistics
F. A visual device

5-46. "I see some admirals here in the audience today. I have been intimidated by admirals ever since World War II when I was a young Ensign in Destroyer School at Norfolk. One day I was bouncing up the steps of the station post office two or three at a time when I became conscious of a whole armful of gold braid coming down the steps dead ahead. I tried to alter course and salute at the same time. Instead, I stubbed my toe and sprawled full length at the feet of Admiral Jonas Ingram, then CINCLANT. The admiral did the sidestepping in time to avoid trampling me and calmly intoned, 'Carry on, Son.'" This is an example of using

1. A
2. B
3. C
4. E

5-47. "I am pleased to have this opportunity to share in your outstanding Armed Forces Day celebration. Personally, it is particularly rewarding to be in Philadelphia--a city which has long held a warm spot in my heart. As a native of East Orange, New Jersey, I recall only too vividly the long trips down Roosevelt Boulevard and City Line Avenue when, as a young boy, I would ride with my parents to Wilmington, their family home. The bumpy roads, the bouncing cars, and certain queazy young stomachs all too frequently combined into a 'point of no return' somewhere on Roosevelt Boulevard--alleviated only by the long-awaited, warm welcome at my grandparents' house."
This speaker used

1. A
2. D
3. E
4. F

5-48. "The Chief of the Soviet Navy has stated: 'In the past, our ships and naval aviation units have operated primarily near our coasts, concerned mainly with operations and tactical coordination with ground troops.' He went on to say: 'Now we must be prepared for broad offensive operations against sea and ground troops of the imperialists on any point of the worlds' oceans and adjacent territories.'" What is the technique used in this speech to gain attention?

1. A
2. B
3. C
4. E

5-49. "We live in a tremendously exciting age, and it is important that we understand the constant and rapid changes taking place around us. More technological progress has been made during your lifetime, for example, than in all the previously recorded history of the world. J. Lewis Powell condensed man's 50,000 years of recorded history into 50 years. It read like this:

1. Ten years ago, man would have stopped being a cave man.
2. Two years ago, Christianity would have appeared on the scene.
3. Twenty days ago, electricity was discovered.
4. Ten days ago, the radio was invented.
5. The jet airplane would be less than a day old."

Here the speaker used

1. B
2. D
3. E
4. F

5-50. When, if ever, may an offcolor joke be appropriate for a speech?

1. When the audience is all male
2. When necessary to get a point across to the audience
3. When most of the audience is in the 20-30 year age group
4. Never

5-51. Which of the following is NOT an example of a rhetorical question for a speech?

1. What can we do about inflation?
2. Can you hear me in the back of the hall?
3. Is the military-industrial complex really complex?
4. Is there life on Mars?

5-52. What is the limited objective step in the introductory portion of a speech?

1. A one-sentence transitional statement that follows the attention-getting material
2. A general statement of the purpose of the speech
3. A short statement that describes the importance of your speech to your audience
4. A statement that is designed to hold the attention of your audience through the remainder of your speech

5-53. What factor is basic to motivating an audience to listen?

1. Convincing them that you are a good speaker
2. Selection of a good attention-getter
3. Persuading them that your message holds a benefit for them
4. Having an appealing introduction to the audience

5-54. Which of the following techniques would help you in deciding on a good appeal to motivate an audience?

1. Review the audience analysis you have conducted
2. Pinpoint what probably concerns your audience
3. Find an example to personalize and add reality to the appeal
4. All of the above

Assignment 6

Oral and Visual Communications (continued)

Textbook Assignment NAVEDTRA 10295-B: Pages 128 - 144

Learning Objective: Indicate the procedures used by successful speech writers in planning and writing the explanation and conclusion of a speech and cite the responsibilities of a senior Journalist for speech writing and the recommended procedures to use.

6-1. Which of the following is considered the major part of a speech?

1. Introduction
2. Explanation
3. Summary

In items 6-2 through 6-6, select from column B the approach used for the purpose in column A.

	A. Purposes	B. Approaches
6-2.	To state the way in which a main point will accomplish an objective	1. What 2. Why
6-3.	To explain the unknown by use of analogies	3. How 4. How to
6-4.	To give reasons for a stated quality or characteristic of your objective	
6-5.	To tell your audience the essential procedure to use in a specific process	
6-6.	To support facts using material that is meaningful and interesting.	

In items 6-7 through 6-10, select from column B the term for the phrasing purpose for which the technique in column A is used.

	A. Style Techniques	B. Purposes
6-7.	The use of short, simple sentences	1. Conciseness 2. Motivation
6-8.	The use of similar phrasing and sentence structure for each main point	3. Parallelism
6-9.	Personalization by the use of "you" and "your"	
6-10.	Appeal to the interests and desires of an audience	

6-11. Which of the following supporting materials for the main points of a speech are useful?

1. Analogies
2. Factual examples from qualified sources
3. A few personal experiences
4. All of the above

6-12. Which of the following is the primary purpose for recapping the main points of a speech in the summary?

1. To signal the next speaker that your speech is about to end
2. To fill out your allotted time
3. To ensure the audience will remember the points
4. To include material you did not provide in the explanation part of the speech

6-13. Which of the following would be one of the best ways to conclude a speech?

1. Simply state that you are finished and thank the audience for listening to you
2. Close with a strong, positive statement
3. State that you could have said much more about your subject, but didn't have time
4. Ask the audience if you missed or left out anything

6-14. Which of the following is NOT an advantage of a written speech?

1. It reduces the possibility of a serious misquotation
2. The delivery seems to be off the cuff, while actually the material has been well prepared and rehearsed
3. It provides the opportunity to edit the material
4. It assures the speaker of meeting time limitations

6-15. Since the analysis of the audience, the situation, and the occasion is so important for a written speech you should do which of the following?

1. Interview members of the group as part of your research
2. Attend a meeting of the club or group
3. Either 1 or 2 above, or both
4. Check your files for information about the audience

6-16. Which of the following actions should a speech writer take in order to slant a speech to meet a community organization's needs?

1. Ask the person who invites you the reason for the choice of subject
2. Check with your PAO as to the inviting group's interests
3. Try to search out the real concerns of the organization

6-17. Your purpose in analyzing the speaker for whom you are writing a speech is to

1. produce a speech he will like
2. produce a forceful speech
3. build a good working relationship
4. reflect the speaker's style

The commanding officer of your station, Captain Porter, has been asked to speak to the local Rotary Club at their luncheon meeting on Veterans' Day. Items 6-18 through 6-26 pertain to your preparations for writing the speech. Mark each statement True or False.

6-18. Determine the purpose that can best be served in the talk.

6-19. Analyze the audience and occasion for the speech.

6-20. Determine what aspect of the general subject, Veterans' Day, would best suit the captain.

6-21. Be ready to recommend to the captain a limited objective to fit the requirements determined by your analysis of the audience, occasion, and location.

6-22. Avoid any references to Captain Porter's personal experiences.

6-23. If the captain prefers a different aspect of the subject than the one you recommend, be prepared to defend your choice.

6-24. Prepare a complete, detailed outline for the speech with types of example material.

6-25. Check out any visual aids, if possible, in the Rotary Club's meeting room.

6-26. Discuss the completed outline with Captain Porter to be sure the plan is as he visualized it and wants it.

6-27. Which of the following rules must you follow in preparing the speech for Captain Porter?

1. It sounds like him
2. It is appropriate for the audience
3. It is conversational, not formal, in style
4. All of the above

6-28. Which of the following instructions about supporting materials would NOT be appropriately applied in writing the body of a speech?

1. Use an example to illustrate each point
2. Use plenty of abstractions to avoid an overlengthy speech
3. Use personal experiences, if possible
4. Avoid irrelevant examples

Learning Objective: Point out some useful techniques for delivering public speeches.

6-29. What mental attitude should you cultivate about nervousness in public speaking?

1. Although you may be nervous, you will get over it as soon as you face your audience
2. Since everyone is nervous when giving a speech, it is nothing to worry about
3. Nervousness can be an asset if you understand that it helps you to be alert and prepared
4. Make up your mind to ignore the problem

6-30. How is nervousness best overcome?

1. By a desire to improve and faith that practice will develop skill
2. By being thoroughly prepared
3. By an interest in making your point to the audience
4. All of the above

6-31. Why is good eye contact recommended?

1. It produces the effect of poise
2. It is helpful for the speaker to get audience reaction
3. It enhances the sense of audience communication
4. Both 2 and 3 above

6-32. Which of the following actions will attract the attention of an audience during a speech?

1. Movement by the speaker
2. Recording the speech with a tape recorder positioned out of the view of the audience
3. Both 1 and 2 above

Learning Objective: Distinguish among the types and uses of audio-visual materials and equipment commonly available to Navy speakers and specify the procedures and the equipment you should use in staging a presentation with visual aids.

6-33. Which of the following is a chart that contains a brief outline covered with strips of paper?

1. Picture-graph
2. Video-chart
3. Pie-graph outline
4. Strip-tease outline

6-34. Which of the following guidelines is NOT suitable for making a chart to be used during a speech?

1. Be sure the lettering is large
2. Use as many colors as possible
3. Keep it simple
4. Use short phrases or words and, if necessary, illustrate their meaning

Use the following alternatives for items 6-35 through 6-37.

1. Bar
2. Line
3. Pie
4. Picture

6-35. Proportional percentages may be shown on which graph?

6-36. Trends or changes over a period of time are illustrated on which type of graph?

6-37. Picture-graphs are similar to which other type?

6-38. Which of the following machines would you need to enlarge a picture which can be traced and colored as desired for a poster?

1. Pantograph
2. Slide projector
3. Opaque projector

6-39. When you plan to use a map with a speech, the preparation should include which of the following?

1. Drawing in or coloring the areas you plan to discuss
2. Acquainting yourself thoroughly with the places you want to point out
3. Reproducing or using a map that is large enough to be seen easily
4. All of the above

6-40. Which of the following would be a logical reason for using color on a chalkboard illustration?

1. For decoration
2. For variety
3. To emphasize a point

6-41. You plan to distribute data sheets in connection with a talk. At which of the following times should you plan to hand them out?

1. Before you are introduced
2. At an appropriate point in your talk
3. At the end of the presentation
4. A day before the presentation

6-42. Which of the following pieces of equipment may be used for enlarging maps, projecting an illustration from a book without removing the page, preparing graphs, and projecting slides?

1. Overhead transparency projector
2. Opaque projector
3. Film projector
4. Slide projector

6-43. Which of the following is a disadvantage of the opaque projector?

1. It will not project graphs
2. It is a complex machine to operate
3. It will not project pictures
4. It is noisy

6-44. Which of the following projectors could you operate effectively in a room which is not completely darkened?

1. Opaque
2. Film strip
3. Overhead transparency
4. Motion picture

6-45. Which method of making transparencies can be used only when the original copy is expendable?

1. Drawing on acetate
2. Direct lift
3. Diazo printing
4. Photo-reflex printing

6-46. You have found a film that will help clarify a speech you are planning. Which of the following things should you do before using it?

1. Preview the film and select the important parts you wish to emphasize
2. Plan to emphasize the key points of the film in an introduction
3. Plan a postfilm discussion to tie the key parts of the film to the primary objective of your presentation
4. All of the above

6-47. Which of the following equipment is very popular with Navy speakers because it is portable, versatile, and remote-controlled?

1. Slide projector (35mm format)
2. Slide projector (3 1/4" by 4" format)
3. Film strip projector
4. Opaque projector

6-48. Which of the following elements in the staging of a presentation can normally be controlled?

1. Lighting
2. Space arrangement
3. Mechanics of the presentation
4. All of the above

6-49. You are setting up a screen for showing slides in a 20' by 35' room with a level floor and a 3-foot high stage across one short end of the room. Where do you place the screen?

1. In the middle of the stage and about 1 1/2 feet above the stage floor
2. In the middle of the stage and about 4 1/2 feet above the stage floor
3. At the opposite side from the lectern and about 1 1/2 feet above the floor
4. As close as possible to the lectern and about 4 1/2 feet above the stage floor

6-50. With a screen that is 3' high by 4' wide the distance to the closest viewer should be (A), and the farthest viewer (B).

1. (A) 8 ft, (B) 18 ft
2. (A) 8 ft, (B) 24 ft
3. (A) 6 ft, (B) 36 ft
4. (A) 6 ft, (B) 18 ft

6-51. When may it be necessary to tilt the screen?

1. When the farthest viewers cannot see the complete picture
2. When the nearest viewers are getting a distorted picture
3. When the projector is set so that the centerline of projection is not at right angles to the screen
4. When the screen must be mounted parallel to the longer dimension of the room

6-52. In a room that has no facilities for complete room darkening, which of the following is the best type of screen to use?

1. Front projection, beaded finish
2. Rear projection, matte finish
3. Front projection, lenticular
4. Rear projection, polished surface

6-53. Which of the following is the best room lighting for most presentations in which audio-visual aids are used?

1. The least possible light
2. A small light at the front of the room
3. Some light at the rear of the room
4. A spotlight on the screen

6-54. When you are operating an overhead projector, what is the purpose of using a feeding device?

1. To prevent glare
2. To prevent risk of bulb failure from switching the light off and on too frequently
3. To avoid the need for a helper
4. To prevent damage to the transparencies

6-55. To keep the mechanics of a presentation in the background, you are going to use a rear projection arrangement with an overhead projector. What type of screen is preferable?

1. A small, portable, translucent screen
2. A large, stationary, translucent screen
3. A beaded screen
4. An opaque, lenticular screen

6-56. Major problems in using rear projection include

1. the need for reverse mounting of the transparencies
2. insufficient room behind the screen for the feeding arrangement and operator
3. danger of tripping over the power cords

6-57. Which of the following preparations for projection need NOT be made prior to operation?

1. Checking the operation and controls on the projector
2. Running through the material for focus and quality of projection
3. Connecting the power cords so people will not trip over them
4. Setting the machine for long range cue in

6-58. Where should you place the microphone speakers to prevent feedback or squeal?

1. Directly in front of the lectern
2. At the opposite side of the platform from the speaker's lectern and at the back
3. As far as possible in front of the lectern but in front of the audience
4. At the rear of the room

Assignment 7

Oral and Visual Communications (continued); Public Affairs in Adverse News Situations

Textbook Assignment NAVEDTRA 10295-B: Pages 144 - 195

Learning Objective: Indicate the procedures you should follow to establish and operate a local speakers bureau and recognize the function of the bureau.

7-1. In addition to securing Navy speakers for all appropriate occasions, which of the following functions does a local speakers bureau perform?

1. Issues audio tapes to AFRTS stations
2. Provides technical advice to the motion picture industry on naval subjects
3. Provides indepth reference material concerning primary naval subjects
4. Supports and administers the local Toastmasters Club

7-2. A reference file for a speakers bureau should include which of the following materials?

1. U.S. Navy Speakers Guide
2. CHINFO Fact File
3. Direction, a monthly magazine
4. All of the above

7-3. Which of the following would NOT be included in your planning directive for a speakers bureau?

1. The firm support of the local command
2. Specific details on the bureau's operation
3. The background of the Navy Speech Department Program
4. Wording to discourage unqualified persons from volunteering

7-4. Command can and often does render assistance to the speakers bureau by

1. urging participation during the initial interview with incoming personnel
2. inviting the members of the command through the station newspaper
3. assigning capable officers to collateral duty for the bureau

7-5. Why should you keep a folder of biographical data that pertains to the speaking history of each speaker on your roster?

1. To select the right speaker for each occasion
2. To help you in writing speeches
3. To provide a permanent record of programs that have been presented at your activity
4. To permit you to evaluate the effectiveness of each speaker

7-6. In selecting a speaker, you will need to analyze the audience. How can you do this readily?

1. Talk to several members of the group
2. Ask the PAO for facts about the group
3. Either 1 or 2 above
4. Use your community file which you should have developed or found in the office when you first reported

In items 7-7 through 7-13, select from column B the file that should contain the material in column A.

	A. Materials	B. Files
7-7.	Published Navy speeches	1. Reference Library
7-8.	Command information materials	2. Civic
		3. Correspondence
7-9.	Official letters of appreciation to speakers	
7-10.	Detailed information on the local Kiwanis Club	
7-11.	Guides for preparing speeches	
7-12.	Notification to speaker confirming a speaking engagement	
7-13.	Reports of speaking engagements made by the speaker	

7-14. How can you increase the number of speaking invitations you receive?

1. Improve the speeches that are given
2. Ask the officer-in-charge to notify influential citizens of the speakers bureau
3. Use the widest possible advertising of the service you can offer by means of brochures, letters, and publicity in the various media
4. Depend on the Chamber of Commerce

7-15. Which of the following is the primary concern of a speakers bureau in evaluating a request for providing a speaker?

1. The audience's political attitude
2. The size of the expected audience
3. The amount of money offered
4. The best interests of the service

7-16. In which of the following ways should a speakers bureau notify a speaker that he or she is confirmed for an engagement?

1. By phone
2. In writing
3. In person
4. By messenger

Learning Objective: Indicate a knowledge of the Navy's public affairs philosophy, procedures, and governing regulations in handling an adverse news situation, accident, or disaster.

7-17. A Navy Commander has been charged with using a military aircraft to import large amounts of duty-free liquor from Bermuda. The responsible PAO should take which of the following actions?

1. Release the information if asked by a reporter
2. Release the information
3. Cover up the story
4. Write a meno for the record and hope that the story will not surface

7-18. Basic policy for the release of disaster information by the armed services is formulated by which of the following organizations?

1. Department of Defense
2. U.S. State Department
3. Presidental Press Office
4. U.S. Information Service

7-19. Disaster implementation instructions are contained in which of the following publications?

1. DOD Regulations
2. AEC Regulations
3. CHINFO Notices
4. PA Regulations

7-20. Peacetime naval disasters are classed as

1. manmade or predictable
2. predictable or unpredictable
3. naturally occurring or manmade
4. naturally occurring or unpredictable

7-21. From 1778 to 1976, how many major naval disasters during other than wartime conditions have been documented?

1. 100
2. 150
3. 200
4. 250

7-22. Detailed case studies of naval disasters may be obtained from which of the following divisions within CHINFO?

1. Internal Relations
2. Media Relations
3. Plans and Programs
4. Community Relations

7-23. Which of the following attributes is the major factor in handling the public affairs aspect of an adverse news situation?

1. Tact
2. Neatness
3. Awareness
4. Preparedness

● Items 7-24 through 7-27 pertain to the 1969 disaster aboard the USS Enterprise.

7-24. The Enterprise PAO implemented preparations for a dockside meeting with the news media at which of the following times?

1. Shortly after the disaster occurred
2. Following a firm body count
3. When he returned to the public affairs office
4. When the ship returned to port

7-25. Initial information for the first Enterprise disaster press release was obtained from the

1. 14th Naval District PAO
2. ship's executive officer
3. navigator's log
4. ship's commanding officer

7-26. The first photos of the disaster were released by which of the following commands?

1. U.S. Coast Guard
2. CINCPACFLT
3. 14th Naval District
4. USS Enterprise

7-27. What area of disaster coverage did the news media use to create sensational headlines?

1. Lack of cooperation between the news media and Navy public affairs personnel
2. Interviews with the crew
3. An attempt by the Navy to cloud the facts about the cause of the fire
4. The number of dead, missing, and injured personnel

7-28. The success or failure of public affairs problems in a naval disaster is strongly influenced by which of the following factors?

1. The type of disaster
2. A written disaster plan
3. The time of the disaster
4. Availability of press kits at the scene of the disaster

7-29. In an adverse news situation, which of the following news media will require "in-depth" information?

1. Television
2. Radio
3. Newspapers
4. News magazines

7-30. As senior JO, you would most likely cause a newsman to seek information from other sources by which of the following actions?

1. Referring a routine request to the PAO
2. Withholding the names of accident victims pending notification of next-of-kin
3. Telling the newsman that you don't know the answer to his question, but will find the answer and return his call
4. Informing the newsman that the information he is requesting is classified

7-31. Which of the following guidelines is correct to use in a disaster situation?

1. Help all media to get direct quotes from Navy spokesmen
2. Comply with media requests for taped statements as the first order of business
3. Perform each task in chronological order
4. Take care of your tasks in the line of established priorities

7-32. What practice is usually required prior to releasing information concerning a disaster to newsmen?

1. Naming several officers to answer questions of media representatives
2. Referring newsmen to either the Officer-in-Charge or the PAO
3. Naming one official spokesman for the Navy to handle contacts with the public
4. Naming the PAO on the staff of the naval district commandant where the disaster occurred to be an official spokesman

7-33. Personal responsibility for protecting classified matter against loss, compromise, or unauthorized disclosure rests with which of the following individuals?

1. Only those persons designated by direction from higher authority
2. Designated security personnel
3. Commissioned officers
4. Every Navyman

7-34. The initial news release on an accident should be written in accordance with which of the following Navy policies?

1. Withhold all information pending a board of inquiry investigation
2. Withhold all information derogatory to the Navy
3. Release only general information pending approval of the next highest command
4. Release as much information as security considerations permit

7-35. For guidance on releasing the names of casualities at the time of injury or accident, you should refer to which of the following sources?

1. PA Regs and BUPERS Manual
2. CHINFO and BUPERS Notices
3. CHINFO Instructions and JAG Manual
4. JAG Manual and PA Regs

7-36. Every effort is made to release the names of accident victims at a military command within CONUS concurrently with the announcement of the accident for which of the following reasons?

1. To notify the next-of-kin via the news media
2. To alleviate undue anxiety for relatives of other personnel of the unit involved
3. To maintain a "high profile" in the news media
4. To shift public attention from the possible cause of the accident to the personnel involved

7-37. Assume that a Navy plane crashes overseas, killing all aboard. The bodies are impossible to identify promptly. What is the policy on releasing a casualty list?

1. Release the names at once
2. Release no names for 24 hours
3. Seek approval of the Chief of Naval Personnel for release of a partial list
4. Release a list of the ship's pilots and aircrewmen not involved in the accident

7-38. Assume that a magazine photographer takes a picture at an accident scene that involves classified equipment. Which of the following actions should you take?

1. Take his film, by force if necessary
2. Inform him that he has taken a picture of classified material, ask him to surrender the film, and inform him that he has violated Federal law
3. Don't tell him about the classified equipment and hope that the photographs will not be printed
4. Tell him he will go to jail if the magazine publishes the photographs

7-39. Which of the following procedures is recommended for providing newsmen with information that concerns a disaster involving highly technical equipment?

1. Explain the equipment to them in layman's terms
2. Make available pertinent technical manuals
3. See that a specialist is available to answer their questions
4. Suggest that they interview the company officials who manufactured the equipment

7-40. In debriefing the survivor of a disaster, the public affairs representative should counsel the survivor to AVOID discussing, during subsequent news conferences, general statements about the disaster based on his or her own isolated experiences.

7-41. Guidelines for the handling of the notification of next-of-kin should be specified in which of the following local command publications?

1. Familygram
2. Newspaper
3. Plan of the day
4. Disaster plan

7-42. When releasing information to the news media during a disaster situation, a PAO should make it a standard operating practice to

1. check and recheck the facts
2. help the news media meet deadlines by providing damage estimates prematurely
3. release the names of disaster victims immediately
4. clear all information with CHINFO prior to releasing the facts

7-43. The circumstances surrounding a disaster are often negative in connotation and sometimes painful for a PAO to admit. How should the PAO solve this problem when dealing with the news media?

1. Release only the facts favorable to the Navy
2. Maintain complete honesty and candor
3. Avoid talking to the news media
4. Refuse to assist the news media in discovering the facts

7-44. If a PAO allows one newsman access to the scene of a disaster, which of the following actions should he take to maintain impartiality?

1. Ask the newsman allowed access to make his report available to all reporters
2. Issue a press release on the access
3. Insure that the reporter allowed access gives the story to the Associated Press
4. Allow similar access to all newsmen

7-45. When there are too many newsmen at the scene of a big story, which of the following procedures should be employed to gather information?

1. Request the newsmen to pool certain information
2. Allow all newsmen access to the scene
3. Have the senior JO write a press release
4. Allow only wire service reporters access to the scene

7-46. Which of the following actions by a PAO will establish an air of honesty and enable the Navy to state its position during a disaster or adverse news situation?

1. Issue a press release stating the Navy will not whitewash the facts
2. Release all information through CHINFO
3. Do not provide any information unless it is specifically requested
4. Anticipate the needs of newsmen and take the initiative in providing them with information

7-47. The role of a PAO spokesman during a disaster should NEVER be assumed by a JO unless he/she is specifically designated by which of the following officials?

1. CHINFO
2. CNO
3. Officer in charge
4. Appropriate district commandant

7-48. Good taste in releasing information or photographs of a disaster are based on which of the following standards?

1. Personal evaluation
2. The Associated Press code of ethics
3. CHINFO regulations
4. BUPERS regulations

7-49. Even though complete facts are not yet available when a major newsstory occurs, your command should alert CHINFO through its

1. plans and policy branch
2. news desk
3. internal relations branch
4. community relations branch

7-50. To expedite the release of casualties, CHINFO sometimes takes which of the following actions?

1. Establishes liaison with the cognizant American Embassy or the State Department
2. Sends a watch officer to BUPERS Navy Personnel Emergency Information Center to inform the CHINFO news branch as next-of-kin are notified
3. Sends an officer to the CNO flag plot area to keep up with developments as reported from the field
4. Requests the assistance of Citizen Band users in the area of the disaster to determine if next-of-kin have been notified

- Items 7-51 through 7-63 apply to a disaster situation; mark each statement True or False.

7-51. Identify an information center as the place where all official announcements will be made.

7-52. Confer promptly with Navy security experts to establish the necessary ground rules for media representatives.

7-53. Answer "No comment" when reporters ask questions about classified information.

7-54. Get newsmen to the disaster area as soon as possible.

7-55. Hold details of the news until there is enough for a complete release.

7-56. Establish policy line through CHINFO and cognizant senior commands as soon after the mishap as possible.

7-57. Always read announcements during a disaster situation.

7-58. Cooperate with the news media, even when they push, and reserve at least one phone line for the PAO.

7-59. Be aggressive in the quest for information regarding the disaster.

7-60. Invoke a security ban at once if there seems to be the slightest reason to do so.

7-61. Don't take over responsibility for anything that the CO hasn't directed you to do by written instruction.

7-62. When gathering information, make sure you apologize for any aggressiveness on your part.

7-63. Make every attempt to rely on your memory in answering questions from reporters.

7-64. A disaster plan should include which of the following objectives?

1. Promote the CO's press image
2. Earn a public relations award
3. Develop contacts with famous newsmen
4. Retain public confidence in the Navy

7-65. A command disaster plan should be issued in which of the following forms?

1. Official directive
2. Oral instructions
3. Informal letter
4. Informal memo

7-66. General responsibilities for the public affairs office personnel during a disaster should be specified in which of the following documents?

1. Command disaster plan
2. PA office plan
3. Service record
4. JO record card

7-67. In making a useful telephone number checklist for use in a disaster situation, you should employ which of the following systems?

1. Establish an alphabetical list
2. List persons by rank and billet
3. Divide the list into meaningful categories
4. Set up a chronological list

7-68. To insure that the commanding officer is kept fully informed during a disaster situation, the PAO should establish which of the following provisions?

1. Set up a direct telephone line to the commanding officer
2. Assign a staff member to deliver frequent messages
3. Make up forms to record the PA activities so that a brief report may be made as often as called for
4. Assign a JO to stand by in the CO's office during a disaster

7-69. What is a Public Affairs Disaster Kit?

1. A box issued by CHINFO containing case histories of previous disasters
2. A briefcase containing medical first aid equipment
3. A 6-week course on public affairs disasters at DINFOS
4. A separate container holding the PA office Disaster Plan and other materials which would be helpful in handling a disaster

Assignment 8

The Command Information Bureau; Writing the Complex Newsstory

Textbook Assignment NAVEDTRA 10295-B: Pages 196 - 218

Learning Objective: Indicate practices and procedures for establishing and operating a Command Information Bureau which is responsible for news coverage of a major fleet training exercise.

8-1. A CIB would normally be established in which of the following circumstances?

1. When a new CO assumes command
2. Whenever more than one newsman is interested in a Navy related story
3. When there are no JO's available to write press releases for an admiral's retirement
4. When there is great public interest in an event, and many reporters are expected to cover it

8-2. How many months of advance public affairs planning should take place prior to the beginning of a fleet training exercise?

1. 2 to 3
2. 4 to 5
3. 6 to 7
4. 8 to 9

8-3. Which of the following persons is responsible for public affairs during a fleet exercise?

1. CHINFO
2. Fleet public affairs officer
3. Senior fleet JO
4. Exercise commander

8-4. Initial public affairs planning for a fleet exercise is a task belonging to the

1. senior JO in the fleet
2. PAO on the exercise commander's permanent staff
3. Chief of Information
4. exercise commander

8-5. When assigned the task of forming a CIB, the CIB director should take which of the following actions as a first step toward a successful operation?

1. Hold a no host cocktail party for local reporters
2. Send out a Fleet Home Town News Center release on all public affairs personnel involved in the CIB operation
3. Hold a planning conference
4. Issue a news release stating that he has been assigned the job of CIB director

8-6. Advance information on a fleet training exercise should be released to the news media in which of the following ways?

1. Carefully ration the information
2. Include all releasable information in the first announcement
3. Release no information until the day the operation begins
4. Release all information on a Saturday afternoon for minimum exposure

8-7. Press kits for a fleet training exercise should be issued to the news media at which of the following times?

1. Following the exercise
2. Prior to the exercise
3. During the exercise

8-8. The CIB obtains a Navy photo team from the Fleet Commander to assist on an exercise. Who will coordinate the work of the team?

1. Fleet Commander
2. Senior member of the team
3. CIB photo officer
4. CIB director

8-9. Invitations for a Navy exercise are usually issued in the name of

1. CHINFO
2. the CIB director
3. the senior officer(s) conducting the exercise
4. SECNAV

8-10. CIB transportation requirements and plans should be forwarded as early as possible to the

1. flagship commanding officer
2. flagship PAO
3. operational commander
4. Chief of Information

8-11. Facsimile facilities are used for which of the following purposes?

1. Live television broadcasts
2. Radio tape recordings
3. Telephone conference calls
4. Photo transmission

8-12. When should newsmen be informed about the costs of transmitting press copy over Navy communications circuits?

1. When they are invited to an exercise
2. When they submit news copy during an exercise
3. When they meet the communications officer in the wardroom during an exercise
4. Following an exercise

8-13. Which of the following publications specifies the current rate per word to be charged for news copy transmitted over Navy circuits for the civilian news media?

1. PA Regs
2. BUPERS Manual
3. Communications Watch Officer's Guide
4. Naval Telecommunication Publication (NTP-9)

8-14. A JO2 attached to Naval Station Rota, Spain is assigned TAD to a CIB aboard the USS Kennedy in the Mediterranean for weeks. Which of the following commands will fund the assignment?

1. CHINFO
2. Sixth Fleet
3. Naval Station Rota, Spain
4. USS Kennedy

8-15. A unit associated with a CIB which is land-based and handles distribution of news received from the CIB in the operational area is known by which of the following titles?

1. CIB Annex
2. Secondary CIB
3. Sub-CIB
4. CIB Ashore

8-16. Following a public affairs planning conference for an exercise, how are the plans made official and given the authority of the exercise commander?

1. Prepare an office memo and have it signed by the exercise commander
2. Have the exercise commander appear on the ship's television station and present the plans to the crew
3. Publish a pamphlet outlining the plans with a picture of the exercise commander on the cover
4. Put the plans in the form of a directive or public affairs annex to an operation order signed by the exercise commander

8-17. In a major allied operation, a CIB director should request assistance from a USIA respresentative through which of the following officials?

1. Chief of Information
2. Chief of Naval Operations
3. U.S. Naval Attache
4. Chief, Joint Chiefs of Staff

8-18. In an exercise with foreign participants involved, the CIB should include which of the following points in all news releases?

1. All naval forces in the exercises are helping the fight against communism
2. All participants are contributing to the exercise
3. No foreign aid guarantees are linked with the exercise
4. All foreign forces are participating in the exercise for the peace and security of the "Free World"

8-19. During an exercise with foreign participants, each group of foreign newsmen is assigned an interpreter by the

1. Chief of Information
2. State Department
3. Command Information Bureau
4. Chief of Naval Operations

Learning Objective: Indicate recommended policies and procedures for news coverage of a fleet exercise by civilian news media representatives.

8-20. Instructions concerning embarkation of foreign newsmen in U.S. Navy ships and aircraft are contained in which of the following publications?

1. Navy Regs
2. Security Manual
3. BUPERS Manual
4. PA Regs

8-21. Which of the following representatives normally has first priority for a billet in an exercise?

1. A reporter from the Los Angeles Times
2. A representative from the Associated Press
3. A writer from Newsweek magazine
4. A photographer from the New York Times

8-22. How should a reporter be notified that he or she has been invited to cover a naval exercise?

1. By formal invitation
2. By an invitation list attached to the news release announcing the exercise
3. By telephone
4. By an in-person visit

8-23. Which of the following correspondents is not authorized to be embarked overnight in a naval ship without prior approval by the appropriate Fleet Commander in Chief?

1. Hugh Hefner, Playboy Magazine
2. Brad Durfee, Stars and Stripes
3. Hansen Baldwin, N.Y. Times
4. Barbara Walters, ABC-TV

8-24. When the following persons are invited to cover an exercise, which one should be told about limitations in the use of Navy equipment?

1. Douglas Edwards, CBS Radio
2. John Harris, London Times
3. Lester Baker, Christian Science Monitor
4. John Schmoker, Daily Worker

8-25. When should a CIB hold briefings for embarked correspondents?

1. Only when a valid newsstory occurs
2. Only when the senior correspondent desires a briefing
3. On a regular basis
4. Only when they request it

8-26. How do correspondents seek a definite local angle for their stories during a a fleet exercise?

1. Interviewing the exercise commander
2. Using leads from official releases
3. Talking to men from their home communities
4. Attending all briefings

8-27. Instructions for filing press traffic are contained in which of the following publications?

1. Naval Telecommunication Publication (NTP-9)
2. Navy Regs
3. PA Regs
4. Navy Commercial Traffic Regs (DNC-26)

8-28. What is the customary method of preventing one correspondent from monopolizing communications circuits during a fleet exercise?

1. Let the senior correspondent establish rules for filing press traffic
2. Limit the length of each "take"
3. The CIB director should judge and submit the press traffic to the communications department
4. Correspondents should flip a coin to decide who has communications circuit priority

8-29. Media representatives embarked aboard ship and covering a fleet exercise should wear a distinctive device to simplify their identification for which of the following reasons?

1. To give them a feeling of being part of the shipboard team
2. To identify and establish their rank
3. To prevent military personnel from unwittingly revealing classified information to them
4. To signify that they are bonafide newsmen in case a combat situation arises

8-30. Official observers in an allied operation do NOT receive which of the following services from the U.S. host ship or CIB?

1. Escorts
2. Briefings
3. Publicity
4. Accommodations

8-31. The CIB should NEVER mix observers and newsmen for which of the following reasons?

1. Security
2. Social status
3. Possible personality clashes

Learning Objective: Recognize procedures for preparing and releasing information during a fleet exercise.

8-32. Release of all information during a fleet exercise is the responsibility of which of the following officials?

1. CIB director
2. Exercise commander
3. Appropriate district commandant
4. CHINFO

8-33. During an exercise, which of the following types of news releases are normally channeled through the CIB or as prescribed in the PA annex?

1. Newsstories written by guest correspondents
2. Hometowners
3. All news releases prepared by participating commands except hometowners
4. Stories prepared or photos taken by Navy personnel on the flagship only

8-34. Which of the following kinds of information should be included in the advance news release for a fleet exercise?

1. Any unusual incidents that occurred in setting up the CIB
2. The names of official observers to participate in the exercise
3. The concept and mission of the exercise
4. The biography of the exercise commander

8-35. Which of the following policies on photo support for news media representatives during a fleet exercise is NOT required?

1. Only processed still and motion pictures are released
2. CIB arranges for complete visual coverage of the operation
3. Newsmen are furnished still photos in the sizes they request
4. Still photos are processed as soon as possible

8-36. In writing daily roundup stories for a fleet exercise, which of the following tasks is normally your major problem?

1. Gathering the news
2. Making the stories interesting
3. Writing a single, cohesive story from a mass of material
4. Supporting the mission and concept of the exercise in each story

8-37. The prime objective of all news issued by the CIB in an allied operation should promote which of the following concepts?

1. That the U.S. Navy is the strongest fighting force in the world
2. That the exercise demonstrates an atmosphere of friendship, mutual respect, and understanding between the U.S. and her allies
3. That the exercise commander can handle the problems of operating with allied forces
4. That the CIB will release both good and unfavorable news about the exercise

8-38. Official news releases from a CIB in an allied operation should emphasize which of the following?

1. Which unit won the operation
2. Political implications
3. Operational and training experience gained

Learning Objective: Indicate policies and procedures associated with handling home town news coverage for a fleet exercise.

8-39. When organizing home town news coverage for a fleet operation, what do you do first?

1. Obtain permission from the PAO to gather home town information
2. Get the facts about your organization and the public you are trying to communicate with
3. Visit the ships involved
4. Obtain additional manpower for the operation

8-40. Before working on home town news coverage for a fleet exercise, you should review applicable chapters of which of the following publications?

1. PA Regs and JO 3&2
2. Navy Regs and PN 3&2
3. AP Style Book and JO 3&2
4. PA Regs and Navy Regs

8-41. Your home town news activities in a fleet operation should support the public affairs objectives of which of the following?

1. FHTNC and local newspapers
2. State and local governments
3. The Navy and Coast Guard
4. The Navy and FHTNC

8-42. How many weeks prior to the beginning of a fleet exercise should the master story for roster coverage be sent to FHTNC?

1. 1
2. 2
3. 3
4. 4

8-43. When sending the master story of a fleet exercise to FHTNC, you should furnish a copy of the story to

1. CHINFO
2. each participating unit
3. the appropriate district commandant
4. SECNAV

8-44. Rosters or changes to hold files must leave each participating unit in a fleet exercise NO later than how many days prior to the beginning of the exercise?

1. 5
2. 10
3. 15
4. 20

8-45. FHTNC should be notified of any permanent changes in a roster by which of the following methods?

1. Routine message
2. Priority message
3. Routine letter
4. Speedletter

8-46. Subsequent master stories about a fleet operation are prepared and forwarded to FHTNC by

1. each participating unit
2. CHINFO
3. the appropriate district commandant
4. CIB

8-47. The standard FHTNC form NAVSO 5724/1, used for coverage of regular crewmembers in roster stories during a fleet exercise, should be obtained from which of the following sources?

1. Normal supply channels
2. FHTNC
3. CHINFO
4. Appropriate district commandant

8-48. In the process of FHTNC photo coverage of midshipmen on a fleet exercise, the photo team should be guided by which of the following publications?

1. The exercise PA annex
2. Fleet instructions
3. CHINFO instructions
4. FHTNC instructions

8-49. What should be your basis for deciding the time for taking FHTNC midshipmen pictures during a fleet training exercise?

1. Your division liberty schedule
2. Your division watch, quarter, and station bill
3. The midshipmen's roster and training schedule
4. The convenience of the PH/JO team

8-50. When photos are taken of midshipmen during a fleet training exercise, the FHTNC form should be filled out by the

1. JO/PH team
2. midshipmen liaison officer
3. midshipmen
4. CIB YN

8-51. When shooting home town newsphotos, you should always AVOID which of the following views?

1. Closeups
2. Uncomplimentary poses
3. Two men in a picture
4. A three-quarter view of the subject's face

8-52. A home town newsphoto of a midshipman on liberty should emphasize which of the following features?

1. Attractiveness of the scene
2. Familiarity of the scene
3. Midshipman
4. Activity of the midshipman

Learning Objective: Recognize techniques used in preparing a composite newsstory and identify various methods of developing a composite newsstory.

8-53. Which of the following news headlines would most likely indicate a composite or "wrap-up" story?

1. Three Retirements, Four Flag Shifts Set
2. Sailor Spends Off-Duty Hours Building Submarines, Carriers
3. Corps NCO Student Establishes Record
4. Master Chiefs Sought for NR E-8, 9 Board

8-54. Which of the following stories has the most news value to a city editor of a large daily newspaper?

1. A change of command involving two commanders at a local squadron
2. An executive officer being transferred to another command
3. Five command changes occurring in the local area
4. Two junior officers involved in a change of command of a local SEABEE unit

8-55. Which of the following headlines indicates a one-incident story?

1. Baker Tops June List of Civil Service Retirees
2. 4 Navy Jets Crash, Killing 15
3. Air Force Jet Crashes; Pilot Killed

8-56. Which of the following headlines indicates a composite story?

1. Olexa Relieves Aurin
2. Navy Reassigns 5 Rear Admirals
3. Marine Gets Medal For Saving Infant
4. Warfield Gets Top Journalism Award

8-57. There are two or more incidents in a story, one of which overshadows the other in importance. When writing a composite story about these incidents, which of the following methods should you use?

1. Exception to salient feature development
2. Salient feature development
3. Exception to combination development
4. Combination development

8-58. When there are two or more incidents of almost equal news value, which of the following methods is generally used in writing a composite story?

1. Salient feature development
2. Combination development
3. Exception to combination development
4. Summary development

8-59. There are two or more incidents of almost equal news value, but instead of summarizing each angle in the lead, the writer desires to reduce the angles to a single comprehensive statement. When writing a composite newsstory covering the incident, which of the following methods should the writer use?

1. Comprehensive lead development
2. Exception to combination development
3. Exception to salient feature development
4. Summary development

8-60. When there are three or more incidents in a story, two of which overshadow the others in importance, which of the following methods should you use to write a composite story?

1. Summary development
2. Salient feature development
3. Comprehensive lead development
4. Combination development

8-61. Which of the following leads is an example of a composite story using a summary development?

1. Mayor Baker's relief policies are unsound, in the opinion of John Harris, president of the Civic League
2. Has anybody seen a black and yellow puppy about as long as a little boy's arm who wags his tail up and down like "Yes, sir" -- not back and forth like "No, ma'am"?
3. From a dozen pulpits yesterday, Midland clergymen denounced the movement launched by the Gallagher Racing Association to permit parimutuel betting under a bill pending before the state legislature
4. Members of the Midland Bar Association heard a speech on "Archaic Laws" by Judge George H. Mather today

8-62. The order in which the incidents are presented in the lead of a composite story is arbitrary.

8-63. In which of the following ways is the order of incidents presented in the body of a composite story?

1. Arbitrarily
2. By prominence, in descending order of importance
3. Chronologically
4. In the same order established in the lead

8-64. When a tie-in or tie-back is introduced into a composite story, in which of the following parts of the newsstory should the tie-in or tie-back be placed?

1. Conclusion
2. Bridge
3. Lead
4. Body

8-65. Which of the following phrases in a composite story would most likely be used to smooth the transition from one segment in the story to the beginning of another topic in the same article?

1. So much for accidents on the high seas
2. As long as
3. Not far away
4. Radio offers short programs

8-66. Which of the following is a transitional phrase used within the "Operation Broadjump" example, provided in chapter 8 of the manual?

1. In contrast to
2. For example
3. For instance
4. Here at home

8-67. Which of the following is a prerequisite for a salient feature development in a composite story?

1. More than three incidents must be introduced
2. A request to write a salient feature must be received from a major wire service
3. There must be a tie-in or tie-back element introduced
4. One incident should have more news value and overshadow the others in importance

8-68. In which of the following ways is the order of incidents presented in the body of composite story with a salient feature development?

1. In the order of presentation in the lead and summary paragraph
2. Chronologically
3. By prominence, in descending order of importance
4. Arbitrarily

8-69. Which of the following persons determines the importance attached to certain incidents and order of presentation in a composite newsstory?

1. Editor-in-chief
2. Proofreader
3. Writer
4. Copyreader

8-70. The salient feature of a multi-angled story is so important that even its details are more significant than the other angles in the story. Which of the following types of composite stories would be written in this case?

1. Combination development
2. Summary development
3. Comprehensive lead development
4. Salient feature exception

8-71. If a writer is confronted with two incidents which overshadow another two incidents in importance, which of the following types of composite stories would he or she compose?

1. Combination development
2. Summary development
3. Comprehensive lead development
4. Salient feature exception

8-72. Which of the following types of composite stories is similar to the salient feature exception development?

1. Comprehensive development
2. Exception to the combination development
3. Combination development
4. Summary development

8-73. Which of the following methods is most commonly used to develop a composite story?

1. Combination development
2. Salient feature exception
3. Summary development
4. Comprehensive lead development

Assignment 9

Scientific Writing; The Picture Story and Newsfilm Photography

Textbook Assignment NAVEDTRA 10295-B: Pages 220 - 254

Learning Objective: Recognize various types of scientific articles of concern to the JO.

In items 9-1 through 9-4, select from column B the type of scientific writing that is used in the articles listed in column A.

A. Articles

B. Types of Scientific Writing

1. Technical
2. Semitechnical
3. Popular

9-1. An article written for a specific group of readers in the field of rocketry in terms that can be understood by those who are not rocket specialists

9-2. An article written for laymen to interpret the implications of a new missile

9-3. An article to tell the general public how to use Navy-developed first aid techniques

9-4. An article written by an expert in a complex scientific field for others in the same field

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9-5. All popular scientific articles have which of the following common news elements?

1. Immediacy
2. Suspense
3. Proximity
4. Reader identification

9-6. A senior JO is concerned mostly with which of the following types of scientific articles?

1. Technical
2. Semitechnical
3. Popular

Learning Objective: Identify techniques and procedures for developing a scientific article.

9-7. The popular scientific article is organized much like a/an

1. spot newsstory
2. utility story
3. feature story
4. accident story

9-8. When seeking an idea for a scientific article, a writer should try which of the following methods?

1. Find tips anywhere
2. Wait for an assignment from an editor
3. Narrow the source down by attending specific meetings
4. Read science fiction stories

● The following information is for items 9-9 through 9-19. Assume that you are a JO1 assigned to the Operation Deep Freeze public affairs office with the task of writing press release feature material in support of U.S. scientific efforts in Antarctica. You have attended a lecture by Dr. Renie Warfield on the theory of continental drift. Dr. Warfield has discovered the jawbone of a reptile during her work on the Antarctic continent and you desire to write a story about the discovery.

9-9. Now that you have an idea for a story, you would normally take which of the following steps in developing your idea?

1. Collect as much data as possible about the subject
2. Ask Dr. Warfield if she would provide you with enough information to write an article
3. Request authorization from the CHINFO News Desk to develop the story

9-10. During your research on continental drift, which of the following reference aids will you use to find books that your library has available on the subject?

1. Library card catalog
2. Periodical Directory
3. New York Times Index
4. Readers' Guide to Periodical Literature

9-11. Where does the classification or call number appear on a library subject card?

1. Lower left-hand corner
2. Upper left-hand corner
3. Centered at the top
4. Upper right-hand corner

9-12. Which of the following reference books will serve as a guide to other periodicals that may have articles helpful to your research for the story on Dr. Warfield's discovery?

1. Periodical Directory
2. Readers' Guide to Periodical Literature
3. World Almanac
4. The New York Times Index

9-13. You must write with accuracy in order to indicate to your readers the significance of Dr. Warfield's discovery of the jawbone.

9-14. How should you obtain background information on Dr. Warfield's previous achievements?

1. Interview Dr. Warfield
2. Get the information through library sources and Dr. Warfield's colleagues
3. Ask her to provide you with a written biography
4. Have her include her past achievements in the article when she reviews the story

9-15. Dr. Warfield should be asked to check your completed manuscript for possible errors in which of the following?

1. Technical details
2. Sentence structure
3. Style
4. Typing and format

9-16. After the material for your article has been absorbed, which of the following steps should you take?

1. Write the article
2. Seek a market for the article
3. Pause to brood over what you have absorbed
4. Have Dr. Warfield check your notes for accuracy

9-17. When developing an outline for your article, which of the following persons or groups should you keep in mind?

1. The PAO
2. Dr. Warfield
3. The readers
4. Scientists in Antarctica

9-18. Which of the following terms describes a style of writing that will add to reader interest in your continental drift story?

1. Formal
2. Semiformal
3. Informal
4. Pedantic

9-19. You should use which of the following photographic views of Dr. Warfield to illustrate your article?

1. Sitting at her desk with the jawbone
2. Receiving a letter of commendation from the Operation Deep Freeze commander
3. Showing the jawbone to other scientists at the location in Antarctica where she discovered the jawbone

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Learning Objective: Recognize requirements and categories of picture stories; also, indicate techniques and procedures for planning and developing picture stories.

9-20. Which of the following is the most important requirement for a picture story?

1. Proximity
2. Significance
3. Prominence
4. Visual continuity

9-21. The cost of reproducing photographs in newspapers has been reduced by which of the following methods of reproduction?

1. Letterpress
2. Offset
3. Silkscreen
4. Xerox

9-22. The illustrated text picture story is best described by which of the following statements?

1. The text is the important aspect
2. No captions are required
3. It is a pure picture story
4. It is a middle ground between pure pictures and the picture-text combination

9-23. A picture story that is based primarily on photographs is called a/an

1. picture-text combination
2. pure picture story
3. illustrated text

9-24. A picture story that is midway between pure words and pure pictures is called a/an

1. pure picture story
2. illustrated text
3. picture-text combination

9-25. What is the first step in developing a good picture story?

1. Preparing the script
2. Planning the treatment
3. Developing the idea
4. Researching the topic

9-26. What is the most important step in producing a good picture story?

1. Choosing a suitable approach
2. Planning the treatment of the material
3. Getting effective photos
4. Analyzing the interests of your readers

● Items 9-27 through 9-29 pertain to the criteria used in planning picture stories. Mark each item True or False.

9-27. The best picture stories resemble spot newsstories in timeliness.

9-28. A picture must have impact to be useful in a photo story.

9-29. The most interesting photofeature is one that focuses on people who are doing things.

9-30. After reading all the information you have collected on a particular subject, what is your next step in the process of developing a shooting script?

1. Plan the sequence in which the picture will be used in the layout
2. Prepare the script in storyboard form
3. Decide what photo equipment you will need for the assignment
4. Note those points which can be illustrated or interpreted with the camera

9-31. A shooting script should NOT include which of the following directions?

1. The sequence in which the picture will be used in the layout
2. The camera angles, distances, points of focus, and poses
3. Pertinent data on location, persons involved, and props needed
4. The order for taking the shots

9-32. You are following a storyboard for a photofeature on an NJROTC unit. During the shooting of a routine personnel inspection, a person faints. Which of the following actions should you take?

1. Shoot pictures of the incident
2. Do not shoot pictures of the incident because it was not planned on your storyboard
3. Shoot pictures of the incident only if you have extra film
4. Shoot pictures of the incident only if you have prior permission from your editor to do so

9-33. When you are planning a shooting session for a photofeature, which of the following suggestions should you NOT follow?

1. Check your photo equipment
2. Visit the location in advance
3. Arrive at the location without prior arrangements
4. Set up a shooting schedule

9-34. Whenever possible, picture stories should be slanted towards which of the following interests?

1. Individual publications
2. National distribution
3. Historical needs
4. Regional distribution

9-35. Which of the following publications should you consult when you have a noteworthy picture story of national interest to release?

1. Armed Forces Newspaper Guide and Navy Civilian Enterprise Publications Handbook
2. Department of the Navy Publications and Printing Regulations and Direction Magazine
3. American Forces Radio and Television Handbook and SITE Broadcaster's Handbook
4. PA Regs and the Manual of Naval Photography

9-36. A family photo album is an example of which of the following picture story continuities?

1. Narrative chronology
2. Repeated identity
3. Development of a theme
4. Simple continuity

9-37. A picture story told with a definite time sequence uses which of the following picture story continuities?

1. Narrative chronology
2. Repeated identity
3. Development of a theme
4. Simple continuity

9-38. You prepare a story that features a recruit training company commander. In many pictures you show the same man performing a different task in each photo. Your technique represents which of the following uses of continuities?

1. Simple continuity
2. Narrative chronology
3. How-to continuity
4. Repeated identity

9-39. The use of parallel or contrast continuity is suitable for which of the following types of stories?

1. A story that develops a theme
2. A story about the conversion of a ship with pictures taken before and after the work
3. A story that explains the method of cleaning a gun mount
4. A story of a minesweeper's near miss of having an explosion while retrieving a mine

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Learning Objective: Recognize basic procedures, equipment and terminology used in motion picture production.

9-40. The human eye permits you to see movement in a motion picture by which of the following capabilities?

1. Persistence of vision
2. Color sensitivity
3. Focusing ability
4. Distance vision ability

9-41. Which of the following basic parts of a motion picture camera differs from the comparable part in a still camera?

1. Lens or lenses
2. Shutter
3. A light-tight compartment
4. A film holder or focal plane

9-42. A movie camera carries the film continuously from a supply spool to a takeup spool by which of the following parts?

1. Film drive mechanism
2. Drive sprocket
3. Pulldown claws
4. Rotary disk shutter

9-43. The expression "fps," as applied to a motion picture camera, refers to which of the following terms?

1. Focal plane speed
2. Film plane space
3. Frames per second
4. Frame photographic speed

9-44. What is the normal film speed used to take motion pictures?

1. 12 fps
2. 24 fps
3. 30 fps
4. 36 fps

9-45. You want to get a picture that can be shown in slow motion. At which of the following speeds do you (a) take the pictures and (b) project the film?

1. (a) 12 fps, (b) 12 fps
2. (a) 12 fps, (b) 24 fps
3. (a) 36 fps, (b) 12 fps
4. (a) 80 fps, (b) 24 fps

9-46. You should thread film into a motion picture camera with a film loop before and another loop after the film gate for which of the following reasons?

1. To insure smooth feeding of the film to the takeup spool
2. To stop the film momentarily while the exposure is made
3. To prevent tearing of the film due to the intermittent action
4. To permit the shutter to revolve

9-47. You wish to use your standard exposure meter to set the shutter speed on your camera. If the camera has a shutter opening of 160° and you are filming at 24 fps, which of the following shutter speeds is correct?

1. 1/16 second
2. 1/42 second
3. 1/54 second
4. 1/60 second

9-48. When a motion picture projector is being operated at 24 fps, how many flashes of light are being projected each second?

1. 12
2. 24
3. 48
4. 72

9-49. Which of the following devices in a sound projector converts the variations in light from the sound track to electrical signals?

1. Rotating shutter
2. Photoelectric cell
3. Projection lens
4. Film drive mechanism

9-50. The film supplied at the beginning of a roll to make threading easy is called the

1. base
2. leader
3. raw film
4. frame

9-51. A transition shot may be called by which of the following motion picture photography terms?

1. Closeup
2. Medium shot
3. Parallax
4. Long shot

9-52. A short film, added to the end of a feature film, that advertises a future attraction is called a

1. preview
2. trailer
3. sequence
4. film ad

9-53. You have been assigned to shoot some movie scenes of the Army-Navy football game. You have a camera which accepts film already loaded in a special chamber to eliminate threading. The camera is called a

1. newspaper camera
2. movie-tone camera
3. sport camera
4. magazine camera

Learning Objective: Recognize the methods and techniques of filming footage of various types of scenes and objects.

9-54. Scenes that are closely related to each other are generally presented in a motion picture in which of the following sequences?

1. Closeup, medium shot, long shot
2. Long shot, closeup, medium shot
3. Long shot, medium shot, closeup
4. Closeup, long shot, medium shot

9-55. Two photographers are shooting motion pictures of a Navy carrier as it participates in the pickup of three astronauts. Both men film the event from the same side of the ship to control

1. screen direction
2. panoramic shooting
3. cut-ins
4. cutaways

9-56. You are photographing scenes on a submarine and need to shift the continuity of the film from one location to another. You film an officer walking between the two areas. Which of the following techniques are you using?

1. Screen direction
2. Matching action
3. Cut-in
4. Cutaway

9-57. You are taking newsfilm of a carrier returning to its home port following a 6-month cruise in the Far East. To show some action related to the docking of the vessel, you shoot some footage of a Navy wife waving a banner. Which of the following techniques are you using?

1. Screen direction
2. Matching action
3. Cut-in
4. Cutaway

9-58. For which of the following scenes is it permissible to use panoramic shooting (panning)?.

1. A long shot of a drill team performing on a parade field
2. A working party that is loading stores
3. A long shot of the United States Capitol building
4. A low-flying plane traveling at supersonic speed

9-59. To take a panning shot, which of the following procedures should you use?

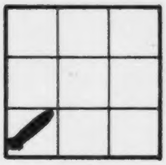
1. Lead the subject by one-half of a frame
2. Start and end a panning sequence with a still shot
3. Move the camera quickly through a sequence without pausing
4. Vary the panning speed throughout a sequence

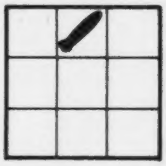
Learning Objective: Recognize the basic elements of good composition in motion picture production and indicate the effect of camera angling on motion pictures.

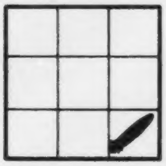
9-60. To achieve good composition in motion pictures, objects in the picture space should be divided in which of the following ways?

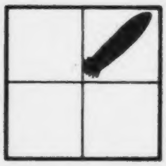
1. Halves
2. Thirds
3. Fourths
4. Into whatever spaces best fit the subject

9-61. You are shooting a movie of a spaceship takeoff. Which of the following sketches is the one that best places the ship in the picture?

1.


2.


3.


4.


9-62. Which of the following factors is NOT used to give emphasis in a motion picture?

1. Position in the frame
2. Contrast in color, shape, or other features
3. Contrast in movement
4. Film size

9-63. Motion picture photography is limited to which of the following composition formats?

1. Vertical
2. Horizontal
3. Diagonal

9-64. Your CO is 5 feet, 4 inches tall and is sensitive about his height. When you picture him with a taller man, which of the following poses should you create?

1. Have the CO closer to the camera than the taller man and use a low angle
2. Have the CO closer to the camera than the taller man and use a high angle
3. Have the CO closer to the camera than the taller man and use a wide angle lens
4. Have the CO stand at the high point of a sloping area

Learning Objective: Indicate techniques and procedures covering a motion picture news assignment.

9-65. What information should you include in a movie shooting script?

1. The name of the officer in charge of the local photolab
2. A detailed description and lens setting for each scene
3. Estimated cost of the production
4. The time and place of each scene

9-66. You make a slate containing the following information: name of command, date, name of cameraman, and camera number. Which of the following necessary data have you omitted?

1. Subject only
2. Roll number only
3. Title of the film only
4. Subject and roll number

9-67. When shooting with 16mm movie film, the slate should be photographed within which of the following distances on the roll?

1. Last 5 feet
2. First 5 feet
3. First 3 feet
4. Last 3 feet

9-68. Details on forwarding motion picture footage to the Naval Photographic Center for processing may be found in which of the following publications?

1. American Forces Radio and Television Handbook
2. Manual of Naval Photography
3. BUPERS Manual
4. Armed Forces Newspaper Guide

● Items 9-69 through 9-71 pertain to motion picture footage with major news value. Mark each statement True or False.

9-69. The film must be processed at once, and then forwarded to the Naval Photographic Center (NPC).

9-70. You should use the fastest available transportation to forward the film to NPC.

9-71. When the film is forwarded, a message is sent to NPC, with an information copy to CHINFO, advising NPC of the subject, type and amount of footage, method of delivery, and approximate time of arrival.

9-72. The original footage of motion picture photography with feature value should be forwarded to

1. CHINFO
2. OPNAV
3. BUPERS
4. NPC

9-73. Labels on film packages being shipped to NPC should carry which of the following notations?

1. NEWSFILM--DO NOT X-RAY
2. NEWSFILM--DO NOT DELAY
3. NEWSFILM--DO NOT OPEN
4. NEWSFILM--DO NOT DESTROY

9-74. When sending newsfilm to NPC, to whom should you also send a copy of the story depicted by the newsfilm?

1. CHINFO Liaison
2. CNO
3. SECNAV
4. CHINFO Newsfilm Officer

9-75. The insertion of titles is accomplished during which of the following motion picture photography procedures?

1. Scripting
2. Editing
3. Screening
4. Slating

Assignment 10

The Picture Story and Newsfilm Photography (continued); AFRT Station Administration and Management

Textbook Assignment NAVEDTRA 10295-B: Pages 254 - 314

Learning Objective: Recognize techniques of using and caring for the Bell and Howell 70-KRM 1 motion picture camera.

10-1. Where is the f/stop setting on the Bell and Howell 70-KRM 1 located?

1. On the turret
2. On the lens barrel
3. On the front of the camera below the turret
4. On the right side of the camera above the start/stop button

10-2. The critical focus lens on the Bell and Howell 70-KRM 1 is normally used for which of the following purposes?

1. Framing
2. Viewing
3. Extreme closeup shots
4. Panoramic shots

10-3. Which of the following is a POOR practice in operating or caring for the Bell and Howell 70-KRM 1 camera?

1. Running the camera faster than 24 fps when it is loaded
2. Storing the camera with its lens covered
3. Brushing dust from the surfaces of the camera lens
4. Running the camera faster than 24 fps when it is unloaded

10-4. Which of the following is always a good practice in loading or unloading film in the Bell and Howell 70-KRM 1?

1. Setting the f/stop at the smallest aperture
2. Removing the door carefully and setting it on a clean, dry surface
3. Removing all lens filters
4. Loosening the lens barrel in its mount

10-5. What is the 16mm silent film load capacity on a Bell and Howell 70-KRM 1?

1. 100 ft
2. 200 ft
3. 300 ft
4. 400 ft

10-6. Operational maintenance of the Bell and Howell 70-KRM 1 is limited to which of the following procedures?

1. Cleaning and repair
2. Lubricating and repair
3. Cleaning and lubricating

Learning Objective: Indicate practices and procedures applicable to the operation of AFRTS outlets.

10-7. The current mission of AFRTS is to provide DOD personnel with which of the following types of broadcast programs which otherwise would NOT be available to them?

1. Education and training
2. Training and entertainment
3. Information and entertainment
4. Information and education

10-8. General policy guidance for the operation of AFRT outlets is contained in which of the following documents?

1. OPNAVINST 551.01E
2. DODINST 5120.20
3. FCC Rules and Regulations
4. SECNAVINST 1500.4

10-9. AFRT outlets operating in a foreign country do so with the permission of which of the following authorities?

1. US State Department
2. United Nations
3. Federal Communications Commission
4. Host government

10-10. The most current information on AFRTS broadcast sensitivities in Spain would be available from which of the following sources?

1. AFRTS-Los Angeles
2. AFRTS-Washington
3. US Embassy in Spain
4. American Forces Network-Europe

10-11. Which of the following activities provides guidance to AFRT outlets regarding the best treatment of films, records, and slides?

1. AFRTS-LA
2. AFRTS-W
3. CHINFO
4. CINCPACFLT

10-12. Most AFRTS-W newscasts are fed to AFRT outlets how many seconds after they have been heard by listeners tuned to the stateside networks?

1. 5
2. 7
3. 9
4. 11

10-13. In messages sent to AFRT outlet program directors, the starting time for sports and special events is given in which time zone?

1. CST
2. EST
3. GMT
4. PST

10-14. AFRTS-W receives regular wire services from which of the following news agencies?

1. Reuters and AP
2. INS and UPI
3. Mutual Black Network and AP
4. AP and UPI

10-15. Decommercialization of network television programs is accomplished by which of the following activities?

1. Each local AFRT outlet
2. AFRTS-LA
3. AFRTS-W
4. The lead station on each television circuit

10-16. A Radio Tape Service (RTS) 7-inch reel of tape issued to a Navy ship from AFRTS-LA contains how many hours of programming?

1. 4
2. 6
3. 8
4. 10

10-17. A Navy ship NOT on active deployment or homeported overseas would be eligible to receive which of the following AFRTS-LA services?

1. RP
2. RC
3. RTS
4. RL

Learning Objective: Indicate the AFRT outlet command and administrative requirements, including specific AFRT program materials, usage, support, and available training.

10-18. Specific procedures for the handling of radio and television program materials, which are mandatory for all AFRT stations, are outlined in which of the following publications?

1. SECNAVINST 5720.44
2. SITE Broadcasters Handbook
3. AFRTS DP-1
4. FCC Regulations

10-19. Unauthorized use or reproduction of AFRTS materials may result in the loss of usage rights for all AFRTS and personal prosecution for copyright infringement.

10-20. Copies of operator training manuals for the SITE family of systems may be obtained from which of the following sources?

1. NAVBCSTSVC
2. AFRTS-LA
3. AFRTS-W
4. AFIS

10-21. Upon receipt of a Secretary of Defense special message requiring a Special Usage Report, AFRT outlet station managers must submit the report within how many days?

1. 7
2. 14
3. 21
4. 30

10-22. Navy graduates of the DINFOS broadcast course are awarded which NEC?

1. JO-5720
2. PH-8146
3. PH-8148
4. JO-3221

10-23. Establishment of an AFRT outlet is contingent upon apporval by which of the following authorities?

1. CHINFO
2. BUPERS
3. AFRTS-W
4. ASD(PA)

10-24. Queries of special requests concerning AFRTS affiliation for Navy ships or stations should be directed to which of the following activities?

1. NAVBCSTSVC
2. SECNAV
3. AFRTS-LA
4. AFIS

10-25. If a host nation sensitivity is discovered in a newscast taped from the network, which of the following actions should be taken by the AFRT outlet station manager?

1. Edit out the sensitivity and air the newscast
2. Air the newscast and submit a report to the local US Embassy
3. Replace the sensitive news item with a command information spot
4. Replace the network newscast with one read locally from UPI or AP wire copy

10-26. Religious programs sent to AFRT stations by AFRTS-LA are selected by

1. AFRTS-LA
2. AFIS
3. the Armed Forces Chaplains' Board
4. the Naval Academy Chaplains' Board

10-27. In certain instances, which of the following programs would NOT be prohibited from being aired by an AFRT outlet?

1. An album bought at the Navy Exchange
2. A film secured from a commerical source
3. A ceremony with sufficient cultural value aired by a foreign government
4. A program secured directly from a private source

Learning Objective: Indicate responsibilities of various departments of an AFRT station, and point out various methods and accepted concepts of radio-TV programming.

In items 10-28 through 10-31, select from column B the AFRT outlet department which would normally perform the function in column A.

	A. Functions	B. Departments
10-28.	Prepares the daily log of broadcast operations	1. Programming 2. News
10-29.	Conducts an audience survey	3. Administrative
10-30.	Edits wire service copy	
10-31.	Maintains record library	

10-32. The advisable maximum lapse between audience survey projects at an AFRT outlet is

1. 1 year
2. 2 years
3. 3 years
4. 6 months

10-33. NOT using AFRTS-furnished programming must be justified to which of the following activities?

1. AFIS
2. NAVBCSTSVC
3. SECNAV
4. DOD(PA)

In items 10-34 through 10-38, select from column B the type of booking described in column A.

A. Descriptions

10-34. Airing four soul programs in one night

10-35. Splitting the broadcast day into two categories (peak and nonpeak hours) and airing the most popular programs during peak hours

10-36. Broadcasting a drama program at the same time on five consecutive nights, Monday through Friday

10-37. Scheduling a television broadcast day during normal off-duty time of military personnel

10-38. Scheduling programs dictated by peculiarities of duty hours and responsibilities of military personnel

B. Bookings

1. Classification
2. Vertical
3. Horizontal
4. Block

10-39. The AFRTS-LA symbol "SP" refers to which of the following types of music categories?

1. Spanish
2. Soul-popular
3. Single play
4. Semi-popular

10-40. AFRT-FM automation systems normally provide how many music sources?

1. One
2. Two
3. Three
4. Four

Learning Objective: Point out various methods of AFRT outlet local program production.

10-41. Disc jockeys need to prepare for each show by selecting their music, timing intros and outros, and planning the insertion of other program elements.

10-42. Staging is an important factor in which of the following types of radio programs?

1. Disc jockey
2. Audience participation
3. Documentary
4. Special feature

10-43. In the development of documentary program, an AFRT outlet should AVOID which of the following?

1. Exploration of a particular subject
2. The use of sound effect patterns
3. Investigative reporting
4. The use of actual people of a region instead of actors in dramatic dialogue

10-44. When a newsstory of major importance occurs, normal AFRT outlet schedules can and should be interrupted, even though the story may unduly alarm the audience.

10-45. News which will be read for radio or television should be rehearsed.

10-46. AFRT television outlets are advised of sports programs shipped in television priority units from AFRTS-LA by which of the following methods?

1. Weekly message
2. Monthly message
3. Bimonthly newsletter
4. Monthly newsletter

10-47. When covering a special event for radio, an announcer should AVOID which of the following?

1. Speaking in simple sentences to the audience
2. Using cliches and speech mannerisms
3. Comparing his/her recordings with the work of professionals
4. Surveying the site of the event before the broadcast

Learning Objective: Explain the various methods of AFRT audience measurement and program surveys.

10-48. What is the first step in measuring the size of an audience for a radio or television program?

1. Obtain permission from CHINFO to conduct a survey
2. Increase the number of programs aired each day
3. Increase the number of programs aired each day
4. Form an ad hoc committee to advise the station on programming matters

10-49. In contrast to some survey methods, which measure actual listening, one method merely indicates the area in which a radio station can be heard. Which method is this?

1. Mail
2. Ballot
3. Field strength

10-50. When selected persons maintain a written record or log of programs which they have viewed on television or listened to on radio, which of the following survey methods is being conducted?

1. Diary
2. Broadcast recorder
3. Unaided recall
4. Roster recall

10-51. How many times each year are AFRT Program Directors asked to rate the popularity of individual items in the AFRTS-LA radio packages?

1. Once
2. Twice
3. Three times
4. Four times

Learning Objective: Identify administrative practices applicable to AFRT outlets.

10-52. Transcriptions and films retained in AFRT outlet libraries are the property of which of the following organizations?

1. AFRTS-LA
2. The local outlet
3. The responsible network

10-53. The AFRTS-LA music category indicator on a title card precedes which item of information on the card?

1. Artist identification
2. Length of selection
3. Transcription number
4. Length of introduction

10-54. The Daily Operating Log in an AFRT station is normally prepared by which department?

1. Supply
2. Administrative
3. Programming
4. Engineering

10-55. AFRT outlet emergency announcements should be included in which of the following administrative aids in the studio?

1. Daily Operating Log
2. Weekly Schedule
3. Continuity Book
4. Daily Transmitter Log

Learning Objective: Indicate practices and procedures applicable to AFRTS-LA distribution and programming of AFRTS-LA materials.

10-56. The first station or original recipient of AFRTS program material for circuiting is known as

1. network headquarters
2. fleet circuit leader
3. lead station
4. circuit network

10-57. Films expressly designated by AFRTS-LA which may be cut into shorter versions of film clips are specifically identified on the

1. unit packing list
2. film container
3. quality control report

10-58. The telecast of some television programs distributed by AFRTS-LA may be restricted at certain AFRT outlets when the right to broadcast a program has been withheld from those outlets by the owners or others who legally control the program.

10-59. Audio or video recordings, made by AFRT outlets or networks, may be obtained by commercial or private radio or television stations or networks, or their representative, without approval through normal public affairs channels.

10-60. AFRT outlets and networks that operate in foreign countries do so with the approval of which of the following authorities?

1. FCC
2. Host government
3. AFRTS-LA
4. AFRTS-W

10-61. How long after "American Top 40" is aired in the US, is it available at most overseas locations?

1. The same week
2. 2 weeks
3. 3 weeks
4. 4 weeks

10-62. How often must appropriate AFRT outlets submit an updated inventory of all TL units?

1. Monthly
2. Quarterly
3. Semiannually
4. Annually

10-63. How long are AFRTS-LA Audio Cassette (RC) packing lists retained by the receiving AFRT outlet?

1. 30 days
2. 60 days
3. 90 days
4. 120 days

10-64. Recipients of regular AFRTS-LA program materials should institute tracer action when a shipment exceeds the normal shipment time by how many days?

1. 5
2. 10
3. 15
4. 20

10-65. Before AFRTS-LA program materials are shipped to another AFRT outlet, the end of film or tape is secured with what kind of tape?

1. Scotch cellulose
2. Masking
3. Electrician's
4. Friction

10-66. Except for expendable items, all AFRTS-LA library material must be accounted for semiannually by each station.

10-67. Which of the following documents are to be held on file at AFRT outlets for at LEAST 3 years?

1. Daily operating logs
2. Report of annual inventories
3. Master schedules
4. Quarterly survey cards

10-68. AFRTS-LA expendable television library material at an AFRT outlet may be destroyed at the discretion of the

1. station manager
2. program director
3. librarian
4. officer in charge

10-69. Empty reels resulting from the destruction of library films at an AFRT outlet should be returned to AFRTS-LA within how many days?

1. 30
2. 60
3. 90
4. 120

10-70. When a library film is seriously damaged and repair can NOT be made by an AFRT station, which symbol is placed on the head of the label of the print if return to AFRTS-LA is authorized?

1. FU
2. CQ
3. RET
4. NG

10-71. How many seconds does an operator of a film chain have to change over programs when an AFRTS-LA system cue appears on a film?

1. 10
2. 15
3. 30
4. 60

10-72. Programs and reels which have been cued by AFRTS-LA are labeled with which of the following symbols?

1. SQ
2. QD
3. WQ
4. NG

10-73. AFRTS-LA film is cleaned and treated with a protective coating prior to distribution.

10-74. To clean a dirty AFRTS-LA transcription, which of the following methods should you use?

1. Wipe it with a dry cloth
2. Wipe it with a wet cloth
3. Rinse it with clean, cool wacer and dry it with an air blower
4. Rinse it with clean, cool water and allow it ot dry naturally

10-75. Before AFRTS-LA can act on requests from AFRT outlets for changes in, or additions to, established authorized AFRTS-LA program service, the requests are forwarded through channels to

1. SECNAV
2. CNO
3. AFIS
4. NAVBCSTSVC